

Meeting of the Board of Governors

MEETING NUMBER FOUR HUNDRED AND EIGHTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON **MONDAY, DECEMBER 8, 2014, AT 4:00 PM**, IN ROOM **CA105 IN THE ACCE BUILDING**, WOODROFFE CAMPUS, OTTAWA.

AGENDA

In Camera Session - 4:00 – 5:00 pm		J. McIntosh C. Jensen	
1.	Constitution of the Open Board Meeting at 5:00 pm		
2.	Declarations of Conflicts of Interest		
3.	Approval of the Consent Agenda	J. McIntosh	
	3.1 Minutes of the October 14, 2014 Board Meeting		
	3.2 Academic & Student Affairs Committee (ASAC) Report		
	3.3 Governance Committee Report		
	3.4 Banking Officers' Resolution		
	3.5 2 nd Quarter 2014/2015 Business Plan Update		
	3.6 2 nd Quarter 2014/2015 Financial Projections		
4.	Business Arising from the Minutes		
	4.1 International Update	D. Wotherspoon	
5.	Decision Items & Reports		
	5.1 Entrepreneurial Opportunity	J. McIntosh	
	5.2 2017/2022 Strategic Planning Process	D. Wotherspoon	
	5.3 2015/2016 Budget Assumptions and Three (3) Year Pro Forma	D. McNair	
6.	Items for Information <ul style="list-style-type: none"> International Support Model Board of Governors Winter Key Messages 		
	6.1 Report from the Board Chair 6.2 Report from the President 6.3 Management Summary Report	J. McIntosh C. Jensen President's Council	
7.	In Camera Session		
8.	Meeting Adjournment		

MINUTES OF MEETING NUMBER FOUR HUNDRED AND EIGHTY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **TUESDAY, OCTOBER 14, 2014** AT 4:30 PM, IN CA105 ACCE BUILDING, WOODROFFE CAMPUS.

Present:	Fred Blackstein, Vice Chair	Regrets:	Nancy Cheng
	Pam Auchterlonie		James McIntosh, Chair
	Jim Brockbank		Michael Waters
	Lynne Clark		
	Sherryl Fraser	Sr. Mgmt:	Gerry Barker, Human Resources
	Cheryl Jensen, President		Claude Brulé, Academic
	Kyrylo Kasyanenko		Eric Hollebhone, Advancement
	Kathyrn Leroux		Duane McNair, Finance &
	Shawn McBride		Administration
	Peter Nadeau		Laura Stanbra, Student Services
	Dr. Jim Robblee		Doug Wotherspoon, International &
	Kelly Sample		Strategic Priorities
	Mark Sutcliffe	Recorder:	Suzannah DiMarco

Observers: Jo-Ann Aubut, Director, Academic
Brent Brownlee, Director, Ancillary Services
Dave Donaldson, Dean, School of Business
Martin Doyle, Country Director, AC-Saudi Arabia
Peter Fortura, Executive Director (Acting) Academic Operations & Planning
Mark Hoddenbagh, Executive Director (Acting) Partnerships & Applied Research
Chris Janzen, Dean, Faculty of Technology & Trades
Jim Kyte, Dean, School of Hospitality & Tourism
Samantha Long, Algonquin Times journalist
Jeff Macnab, Registrar
Tracy McDougall, Executive Assistant to the President
Brenda Rothwell, Executive Director, Foundation
John Tattersall, Director, Physical Resources
Claire Tortolo, Coordinator (Acting), Language Institute
Shelley Styles, Director, Student Services

1. CONSTITUTION OF THE MEETING

Vice Chair Blackstein constituted the meeting at 4:35 pm.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare any conflicts of interest they may have with an item on the Agenda. No conflicts of interest were declared.

3. APPROVAL OF THE CONSENT AGENDA

Vice Chair Blackstein asked whether any Governor wished to remove an item from the Consent Agenda because it required discussion. No agenda items were moved off the Consent Agenda.

RESOLUTION

MOVED & SECONDED P. Nadeau & M. Sutcliffe

THAT the Board of Governors approves all Consent Agenda items.

CARRIED.

3.1 Minutes of the June 9, 2014 AGM & Board Meeting & In Camera Session

RESOLUTION

THAT the Board of Governors approves the Minutes of the regular and In Camera meeting of June 9, 2014 as presented.

3.2 Code of Ethical Conduct

For information.

3.3 Academic & Student Affairs Committee (ASAC) Report

RESOLUTION

THAT the Board of Governors approve the Aircraft Maintenance Technician, Ontario College Diploma program effective Fall 2015 and seek validation of the program title and outcomes from the Credential Validation Service and seek approval for funding from the Ministry of Training, Colleges and Universities. The program is approved with the following caveat: that no intake of students will occur until a strategy is developed to mitigate/reduce capital costs in the first year.

RESOLUTION

THAT the Board's Academic and Student Affairs Committee approve the Bachelor of Automation and Robotics degree program effective Fall 2016 and submit an application for Ministerial Consent to the Postsecondary Education Quality Assessment Board and approval for funding from the Ministry of Training, Colleges and Universities. The program is approved with the following caveat: that a review of equipment cost-sharing be submitted to ASAC members before the October 14, 2014 Board Meeting.

3.4 Audit & Risk Management (ARM) Committee Report

RESOLUTION

THAT the Board of Governors approve the amended Algonquin College Endowment Funds Statement of Investment Policies and Goals and recommend it to the Board of Governors.

4. BUSINESS ARISING

There was no business arising from the June 9, 2014 minutes.

5. DECISION ITEMS & REPORTS

5.1 1st Quarter 2014/2015 Business Plan Update

D. Wotherspoon referred members to the 1st Quarter Business Plan Update included in their packages. The Board of Governors approved the 2014-2015 Business Plan in February, 2014. The plan identifies targets to be reached by March 31, 2015 that align with the achievement of overall targets in the 2012-2017 Strategic Plan. Members were briefed on the progress to date of the 2014-2015 initiatives that support the measures and leveraged actions in the Business Plan. Discussion occurred regarding the following:

- The trend of decreasing high school applicants and the mitigation strategies the College has put into place;
- The increase in international enrollments;
- Employee Engagement survey to be run again with similar questions, to allow comparisons from last survey; and
- The growing number of University graduates enrolling in colleges.

RESOLUTION**MOVED & SECONDED K. Leroux & P. Auchterlonie****THAT the Board of Governors accept the 1st Quarter 2014/2015 Business Plan Update as presented.
CARRIED.**5.2 1st Quarter 2014/2015 Financial Projections

D. McNair referred members to the report included in their packages that identifies the Annual Budget that the Board approved in February, 2014. The budget maintained the commitment to balance government funded activities with expenses and included expenditures from reserves to address strategic initiatives. As is usual, when the budget is approved in the spring, there are unknown factors that affect revenue and expenditure forecasts that are estimated. The quarterly financial report provides updated projections based on the most current information available at that time. Members were briefed on the material adjustments that have been made to date.

- Revised revenue projections for the Enrollment Growth funding based on an increase of 606 growth units;
- International Education Centre – actual enrollment and attrition for Algonquin College-Saudi Arabia have proven to be significantly different than originally forecasted;
- Expenditures for the repatriation of Hair Stylist/Esthetician program (under Strategic Investment Priorities) are exceeding budget due to amendments to project scope and unanticipated costs incurred to address the structural integrity of Building A;
- Apprenticeship Enhancement Funding (AEF) in the amount of \$1M was received and projected along with corresponding expenses after the budget was approved;
- Sale of former Pembroke Campus resulted in a net gain of \$896K (sales price \$1.5 million, less commission, legal fees and unamortized costs \$604K); and
- Miscellaneous adjustments to non-cash revenue and expenditures for AEF funding and carryovers of Strategic Investment Priorities (SIP) project expenditures of \$500K.

RESOLUTION**MOVED & SECONDED J. Brockbank & S. Fraser****THAT the Board of Governors accept the 1st Quarter 2014/2015 Financial Projections as presented.
CARRIED.**5.3 International UpdateJazan Saudi Arabia 2014/2015 Business Plan & Budget

D. Wotherspoon briefed members on the Jazan Campus in Saudi Arabia and the 2014/2015 Business Plan and Budget that have been developed for review and approval by the Board of Governors. The primary motivators for the College's expansion in international education are to serve as a catalyst for community prosperity, to support student and employee employability and to improve College sustainability by contributing to reinvestments in the College. The business plan and budget were reviewed, and some discussion arose as a result:

- Risk mitigation strategies were discussed related to changes in financial circumstances.
- Members were briefed on the College's strong working relationship with Colleges of Excellence.
- Algonquin College is leading efforts amongst education providers in Saudi Arabia related to attendance-tracking and strategies designed to ameliorate attrition and graduation rates.
- Discussion occurred regarding building relations with employers in the region to encourage them to hire Algonquin graduates. All 18 AC-Jazan graduates are fully employed. A new Employer Advisory Committee will be established to address employer issues and provide the College with a better understanding of employer and community needs.
- Members were briefed on initiatives aimed to broaden student's overall experience such as on-campus activities, excursions, sports competitions, leadership opportunities and more.
- Discussion occurred regarding the collaboration and sharing of information that is occurring with other education providers in Saudi Arabia, and the benefits of having these strong relationships.

RESOLUTION**MOVED & SECONDED K. Kasyanenko & S. McBride****THAT the Board of Governors accept 2014/2015 Business Plan and Budget for Jazan, Saudi Arabia as presented.****CARRIED.**Wave II Update

D. Wotherspoon briefed members on Wave II of the vocational college expansion by Saudi Arabia's Colleges of Excellence. Algonquin submitted a Wave II bid and in February, 2014, after brief negotiations, the College was awarded its first choice. Cluster four consists of two campuses in the Eastern Province of Saudi Arabia; a women's campus in Qatif and a men's campus in nearby Juaymah. In June, following a revision to the College's five-year financial projections for the Jazan campus, the Board placed a temporary hold on approval of Wave II. As the College worked to secure final approvals, we received a firm deadline from Colleges of Excellence for final signing of the Wave II contract. Staff were unable to meet the October 16, 2014 deadline. Therefore, the President, in consultation with the Board Chair instructed the International Team to inform Colleges of Excellence that the College would withdraw its application. The College remains fully committed to its partnership with the Colleges of Excellence and the work it is doing to innovate vocational education both in Jazan and across the country.

Discussion occurred regarding Colleges of Excellence's deadline and whether there are implications to us bidding for contracts in the future. It was noted that a number of other providers faced delays due to unforeseen factors, and the College's relationship with Colleges of Excellence remains strong. In light of these developments:

RESOLUTION**MOVED & SECONDED S. McBride & P. Auchterlonie****THAT the Board of Governors accept the Wave II Update Report and formally withdraw its approval of Wave II Expansion.****CARRIED.**

President Jensen provided summary remarks in light of developments. Members were encouraged to consider the important work the College is doing in Saudi Arabia and to recognize that the College could not meet Colleges of Excellence's deadlines, despite best efforts. Of note, the new Minister of Training, Colleges and Universities, Minister Moridi has asked to be briefed on international opportunities and Section 28 requirements, to better understand the financial and reputational risks involved. The Jazan Campus is one of the most challenging in Saudi Arabia due to its remote location. Algonquin College

remains committed to the success of the Jazan Campus and to finding other opportunities overseas, such as marketing the AC franchise model to other education providers. President Jensen thanked D. Wotherspoon and the International team for their efforts related to the Wave II opportunity.

6 OTHER BUSINESS

6.1 REPORT FROM THE CHAIR

- Code of Ethical conduct form to be completed by all Governors.
- On the Table items - 2 Remittance Declarations for information.
- Fall Retreat – 100% participation by Governors and a big thank you to Perth faculty for the campus tour and Student Works site visit.
- A note regarding follow-up from Board Retreat Open Space discussion.
- Overview of the 2014 Higher Education Summit in Toronto in November.
- Dates and invitations to the Fall Convocation Ceremonies on October 28.
- Invitation to the December 8 Board Meeting and Holiday Dinner.

6.2 REPORT FROM THE PRESIDENT

- Update regarding the President's first 50 days in office including meetings with internal and external stakeholders, community partners and the start of her cross-College Listening Tour.
- Visits to Perth and Pembroke campuses and the importance of recognizing the fine work being done at our off-site campuses.
- Visit and meeting with Minister Moridi
- Trip to St. Francis Xavier University for Dr. Kent MacDonald's Investiture
- Attendance at the 4th Annual Scotiabank Nordic Taste & Walk Chef's Dinner in support of the Ottawa Regional Cancer Foundation.
- AC Animation graduate wins an Emmy.
- United Way campaign kick-off with the annual Air Bands competition.
- General observations are an ingrained commitment to student success and to the student experience at Algonquin College.

6.3 MANAGEMENT SUMMARY REPORT

The Management Summary report for Summer/Fall 2014 was received and is available online at www3.algonquincollege.com/bog/.

7 IN CAMERA SESSION

An In Camera session was not required.

8 MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:10 pm.

Fred Blackstein, Vice Chair

Suzannah DiMarco, Recorder

MEMO

DATE: December 8, 2014

TO: Board of Governors

FROM: Academic & Student Affairs Committee (ASAC)

SUBJECT: ASAC Report to the Board from the meeting of November 20, 2014

For supporting documentation for all agenda items below, please visit the Board's SharePoint site; choose the ASAC meeting folder, November 20, 2014 meeting materials.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

Program Review

a) Paralegal OCGC

RESOLUTION

MOVED & SECONDED K. Leroux & S. Fraser

THAT the Board's Academic and Student Affairs Committee approves the Paralegal, Ontario College Graduate Certificate program effective Fall 2015 and seek validation of the program title and outcomes from the Credential Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED.

b) Program Suspensions

RESOLUTION

The Motion was approved by consensus:

THAT the Academic & Student Affairs Committee approves the suspension of the following two programs effective Fall 2015 with the intent to cancel, subsequent to existing cohort flow through teach out:

Wireless/Mobility Telecommunications Engineering Technician, Ontario College Diploma (1190X) and Wireless/Mobility Telecommunications Engineering Technology, Ontario College Advanced Diploma (1191X).

CARRIED.

ABSTENTION – Governor McBride

c) Program Title Change

RESOLUTION

The Motion was approved by consensus:

THAT the Academic and Student Affairs Committee approves the program title change from Diagnostic Medical Ultrasonography to Diagnostic Medical Sonography effective Fall 2014 and seek validation of the program title from the Credential Validation Service.

CARRIED.

RESOLUTION

The Motion was approved by consensus:

THAT the Academic and Student Affairs Committee approves the program title change from General Arts and Science - Introduction to Concept Art to General Arts and Science - Concept Art Foundations effective Fall 2014 and seek validation of the program title from the Credential Validation Service.

CARRIED.

ABSTENTION – Governor Fraser

d) Teachers of English as a Second/Foreign Language – Canada/International Delivery

RESOLUTION

The Motion was approved by consensus:

THAT the Academic & Student Affairs Committee acknowledges that the creation of synchronous online Canada / International programs for Teachers of English as a Second/Foreign Language (TES/FL), OCGC programs is not contrary to the moratorium of February 10, 2014 on the creation of new online programming.

CARRIED.

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

- a) Progress Report – Aircraft Maintenance Technician OCD
- b) ARM Committee Feedback on Multi-Year Fee Strategy
- c) Analysis Report Existing and New Programs
- d) Review of Student Affairs Related Policies

MEMO

DATE: December 8, 2014

TO: Board of Governors

FROM: Governor Nadeau, Chair, Governance Committee

SUBJECT: Governance Committee meeting of November 4, 2014

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

None.

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

1) Lieutenant Governor in Council (LGIC) Submission status

Governance Committee was briefed on the Lieutenant Governor in Council application that was submitted to the Public Appointments Secretariat on behalf of Dr. James Robblee.

2) Board Retreat Evaluation Survey

Governance Committee reviewed the Board Retreat Evaluation Report and identified several trends that will be helpful during the planning process for the next Board Retreat.

3) Professional Development Opportunities – Guidelines for Governors

Governance Committee reviewed a draft guideline for Governors to access education and professional development opportunities and a process to request funds for education.

4) Governor Recruitment Process

Governance Committee reviewed the Skills Matrix for the Board and discussed the categories of skills, knowledge and experience that would constitute a well-balanced Board. Discussion occurred regarding the recruitment process to fill the current vacancy on the Board.

5) Governor Reappointments

Governance Committee reviewed Governors' Terms of Office to determine the members that will be asked if they wish to be reappointed, and the members whose terms of office are coming to an end.

MEMO

6) Draft BGI – 04 Role of the Board Chair

Governance Committee reviewed the draft policy and suggested some revisions to language to clarify intent. This policy will be revised and will be submitted to the Board of Governors for approval in due course.

7) Board Chair Succession

Governance Committee reviewed the process for the succession of the Board Chair and discussed the process for the 2014/2015 year.

C. FOR INFORMATION

None.



President/Board of Governors

**RESOLUTION
MOVED AND SECONDED**

THAT for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective December 8, 2014:

THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POSITION

- Chair
- Vice Chair
- Secretary
- Treasurer

CURRENT INCUMBENT

- James McIntosh
- Fred Blackstein
- Cheryl Jensen
- Duane McNair

SENIOR OFFICIALS OF THE COLLEGE

POSITION

- President
- Vice President, Academic
- Vice President, Finance & Administration
- Vice President, Human Resources
- Vice President, Student Services
- Vice President, International & Strategic Priorities
- Director, Finance and Administrative Services
- Manager, Financial Services

CURRENT INCUMBENT

- Cheryl Jensen
- Claude Brulé
- Duane McNair
- Gerry Barker
- Laura Stanbra
- Doug Wotherspoon
- Cathy Dempsey
- Grant Perry

CERTIFICATE

I hereby certify that the foregoing is a true copy of a resolution duly passed at a meeting of the Board of Governors of Algonquin College held at Ottawa, Ontario, the 8th day of December, 2014.

DATED at Ottawa this 8th day of December, 2014

Witness by my hand and (Corporate) Seal

SECRETARY



President/Board of Governors

Presentation to:	Board of Governors
Subject:	2 nd Quarter 2014/2015 Business Plan Update
Date:	December 8, 2014
Presenter (s):	President's Council

RECOMMENDATION:

THAT the Board of Governors accepts the 2nd Quarter 2014/2015 Business Plan Update as presented.

PURPOSE:

President's Council prepares quarterly updates based on the annual Business Plan to allow the Board to monitor the College's progress towards the achievement of its year-end targets. The annual Business Plans support the organization's Strategic Plan 2012-2017.

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
Goal 1: Deliver an exemplary applied education and training experience.				
	ACADEMIC Enhance first year student persistence through effective intervention and remedial activities.	ACADEMIC Overall term-to-term retention rate increased by 1% over 2013/2014.	ACADEMIC Winter 2014 to Fall 2014 term-to-term retention statistics showed an increase of 0.9%, from 82.2% to 83.1%. Fall 2014 to Winter 2015 term-to-term retention statistics will be available in March.	ACADEMIC
	ACADEMIC Enhance student mobility and graduation by creating more efficient program pathways, laddering and articulations.	ACADEMIC Pathways, laddering and credit transfer plans developed for each School.	ACADEMIC Existing pathways, laddering and credit transfers continue to be examined at the School level and expansion opportunities are being identified towards plan development. The Student Transfer Coordinator is supporting transfer students and promoting applications for credit transfer, as well as assisting in the identification of new credit transfer and pathway opportunities.	ACADEMIC
	STUDENT SERVICES Implement Year 1 of the Strategic Enrollment Management (SEM) Plan.	STUDENT SERVICES (1) Benchmark metrics established for Recruitment, Admissions, Orientation, Student Support Specialists & Retention. (2) Top 3 Strategic Enrollment Management (SEM) projects completed. (3) First College-wide Strategic Enrollment Management (SEM) conference with 100 faculty & 100 support staff in attendance hosted with participants ranking the event an average of 4 out of 5 in total satisfaction.	STUDENT SERVICES (1) Benchmarking in progress. (2) The Registrar's Office completed a tele-service campaign targeting students at "high academic risk". Results from this campaign have been shared with the respective areas in order to follow up with students and address areas of concern. (3) First College-wide Strategic Enrollment Management (SEM) conference held on June 11, 2014 with 263 employees in attendance. 84% of 111 survey respondents ranked the event an average of 4 out of 5 in total satisfaction. Completed.	STUDENT SERVICES

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.				
	<p>ADVANCEMENT Integrate marketing, recruitment and admission processes to create a comprehensive admission funnel.</p>	<p>ADVANCEMENT College applications outperform the system average by 2%.</p>	<p>ADVANCEMENT 2014 Fall application cycle closed down -2.0% compared to previous year and behind the College system average of -0.9%, for a total of -3.1% below target, mostly due to a significant drop in high school applications. 2015 Winter applications - Algonquin received 5% more applications than the previous year whereas the system grew by 4.6%. This turnaround is mostly due to higher volume of high school applications. Algonquin is now -1.6% below our 2% target, with the expectation that target will be reached by end of fiscal year.</p>	<p>ADVANCEMENT</p>
	<p>ACADEMIC Create a vision document and business case for each School.</p>	<p>ACADEMIC Deans vision document and business case developed for each School by end of Fall 2014.</p>	<p>ACADEMIC In process. Clarifications provided to Schools. Vision documents will be completed by end of Winter 2015 term.</p>	<p>ACADEMIC</p>
	<p>ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.</p>	<p>ACADEMIC 3,300 full-time equivalent students (FTEs) enrolled in online and hybrid course offerings.</p>	<p>ACADEMIC 2,924 FTEs enrolled in online and hybrid course offerings in Fall 2014. Target will be exceeded once winter enrollment in hybrid and online courses is included.</p>	<p>ACADEMIC</p>
	<p>INTERNATIONAL & STRATEGIC PRIORITIES Implement onshore initiatives from International Education Strategy.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES 1,140 full-time international equivalent students enrolled in onshore programs of study.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES Currently on track to enrol 1250 international equivalent students, with a Spring 2014 enrollment of 279 (3.5% above target) and Fall 2014 enrollment of 1164 (24% above target).</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES</p>
	<p>INTERNATIONAL & STRATEGIC PRIORITIES Increase number of international students in high-demand programs.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES 50 additional international students in high-demand programs.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES- Currently on track to enrol 50 international students in high- demand programs, with a Fall 2015 Day-10 enrollment of 38.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES</p>

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	ACADEMIC Widen access by developing new programs of study and diversifying delivery modalities.	ACADEMIC (1) 575 students enrolled in applied degrees and 840 graduate certificates. (2) Year 3 of the sector programming plans developed. (3) 3% increase to post-secondary enrollment over 2013/14 baseline.	ACADEMIC As of November 1, 2014: (1a) 506 students are enrolled in degrees which falls short of the target, as had been anticipated due to last year's shortfall and the impact on flow through. (1b) 682 students are enrolled in graduate certificates. This number will be augmented with Winter intake enrollments and the target is anticipated to be met. (2) Year 3 of the sector programming plans are moving forward and the current status of program planning has been reviewed and updated with all Deans. (3) Fall 2014 post-secondary enrollment was 1.6% below projection at audit date on November 1, 2014.	ACADEMIC
	ACADEMIC & ADVANCEMENT Draft and implement the Healthy Living Education (HLE) advocacy plan.	ACADEMIC & ADVANCEMENT 1) Healthy Living Education advocacy plan approved by President's Council. 2) Hair Stylist and Esthetician programs re-patriated to Woodroffe campus.	ACADEMIC (1) In progress. The Steering Committee is meeting bi-weekly to develop the Healthy Living Education documents into a 'shovel-ready' project by Spring 2015. (2) Completed.	ACADEMIC & ADVANCEMENT
Goal 3: Leverage technology to enhance the educational experience				
	ACADEMIC Enhance the choice and flexibility of student learning options.	ACADEMIC A total of 1,140 courses offered as hybrid courses.	ACADEMIC Targets continue to be established for each department to convert or create a combined total of 142 hybrid courses in 2014-15. This would increase the College hybrid course offerings to meet the target of 1,140. However, this activity is behind schedule and course development will need to be extended to June 2015.	ACADEMIC
	ACADEMIC Enhance the quality of online learning options.	ACADEMIC 33% of hybrid and online offerings assessed and validated against newly developed College online quality assurance tool.	ACADEMIC 145 courses identified for Hybrid and Online Quality Assessment Standards (HOQAS) review by Centre for Continuing & Online Learning based on high enrollment, high failure rate and required curriculum revisions. Additionally, 29 General Education elective courses are scheduled for review. To date, 10 staff members have undertaken Quality Matters™ training and 29 courses have been evaluated.	ACADEMIC

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	ACADEMIC Articulate the vision and strategy that will further the College's leadership in the Digital domain.	ACADEMIC Digital strategy developed and presented to President's Council by November, 2014.	ACADEMIC The results of the online survey have been posted. Individuals who have expressed interest in the development of the strategy have been invited to a first meeting scheduled for November 14th. Open forums and town halls will be scheduled in December and January to draw more input from the College community. Discussions are underway with ITS about the possibility of blending their Information Technology strategy within the new Digital Strategy.	ACADEMIC
	ACADEMIC Implement the final year of the four-year mobile learning plan.	ACADEMIC 100% of eligible full-time post-secondary education programs converted to mobile programs.	ACADEMIC Planning is now underway to determine the required investments in new Bring Your Own Device-enabled classrooms as well as professional development and training to accommodate the planned increase in BYOD programs for 2015-16.	ACADEMIC
Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.				
	ACADEMIC Implement Year 2 of the work-integrated learning plan.	ACADEMIC 85% of programs have a work-integrated learning component.	ACADEMIC Target achieved for 2014/15, however community-based project opportunities continue to be explored to increase the number of work-integrated learning activities.	ACADEMIC
	ACADEMIC Continue to imbed applied research activities in full-time programs of study.	ACADEMIC 825 students engaged in applied research projects.	ACADEMIC Year-to-date, 650 students engaged in applied research activities.	ACADEMIC
Goal 5: Deliver exceptional service to our diverse student and client populations.				
	ACADEMIC Create a comprehensive student success strategy.	ACADEMIC (1) Student success strategy developed and presented to President's Council. (2) College services inventory completed and presented to College Leadership Council. (3) Top two (2) student success strategy projects completed.	ACADEMIC (1) In progress; work continues between Student Success Committee and Student Enrollment Management Committee. (2) In progress. (3) In progress.	ACADEMIC

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	<p>STUDENT SERVICES Enhance overall College experience for students.</p>	<p>STUDENT SERVICES (1) Increase College orientation participation rate by 10%. (2) Increase the percentage of those very satisfied with the College orientation program from 25% to 35%. (3) Lower the percentage of students reporting they need help knowing who to turn to for assistance from 50% to 40%. (4) Serve 1500 individual students via the student experience "Hub". (5) Respond to 10,000 requests for information via the student information desk.</p>	<p>STUDENT SERVICES (1) The 2014 Fall Orientation participation rate increased by 12%. Completed. (2) The percentage of students who were very satisfied with the College Orientation this Fall was 38%. Students indicating that they were satisfied was 44%, for a combined overall satisfaction rate of 82%. (3) The First Year Student survey was open to students from October 22nd - November 5th. The results from the survey will be reported in Q3. (4) Student engagement in the AC Hub has been strong. Since September 2, 2014, Student Support Services has individually served 2096 students related to specific Hub services and provided information to an additional 251 students. (5) The Student Information Desk service has responded to 15,742 requests for information to date.</p>	<p>STUDENT SERVICES</p>
	<p>REGISTRAR'S OFFICE & STUDENT SERVICES Update the current Student Services strategy to improve the student experience and maximize efficiencies.</p>	<p>REGISTRAR'S OFFICE & STUDENT SERVICES (1) Student Services goals and metrics established for each department. (2) Student satisfaction benchmark established for each department. (3) Plan of action developed for each department based upon student satisfaction goals and metrics.</p>	<p>REGISTRAR'S OFFICE & STUDENT SERVICES 1) Metrics and goals continue to be gathered and assessed. 2) Each area continues to work with a consultant to develop department-wide survey tools to evaluate satisfaction. 3) As data becomes available, a plan of action will be put in place for each department to improve student satisfaction and ensure that student's needs are being met.</p>	<p>REGISTRAR'S OFFICE & STUDENT SERVICES</p>

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	<p>ADVANCEMENT (1) Complete Employer Engagement survey to identify current employer opinions and identify opportunities. (2) Draft Employer Engagement Plan.</p>	<p>ADVANCEMENT Survey results and Employer Engagement Plan presented to College Leadership Council for review and feedback.</p>	<p>ADVANCEMENT Search for local expert to assist with this project has turned up empty, now focusing on Canada-US search. Plan to execute project in Q3/Q4 stands.</p>	<p>ADVANCEMENT</p>
	<p>FOUNDATION Based on 2013/14 Alumni survey results: (1) Enhance alumni benefit program. (2) Enhance alumni networking opportunities. (3) Enhance awareness of Algonquin College employment services as a resource for alumni.</p>	<p>FOUNDATION 1) Add 2 new benefits to alumni benefit program. 2) Host 2 alumni networking events. 3) Increase service to alumni through Employment Services by 10%.</p>	<p>FOUNDATION 1) Research and discussions continue to implement two new alumni benefits to be added to the alumni benefit program by March 31, 2015. 2) Two Alumni Industry Talks networking events being planned with two academic areas for November, 2015. One event will engage Library and Information Technician program alumni and the other event will engage School of Business alumni. 3) Employment Services coding revised to track alumni usage through Employment Services. Promotion of Employment Services to alumni continues through AlumNet and social media.</p>	<p>FOUNDATION</p>
	<p>INTERNATIONAL & STRATEGIC PRIORITIES & STUDENT SERVICES Improve international student preparedness for College studies and associated support services.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES & STUDENT SERVICES Conduct a gap analysis and prepare an action plan based upon results.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES STUDENT SUPPORT SERVICES Several events have been organized in collaboration with the International Education Centre to support International Student Engagement. Celebration of Cultures, AC Global Village, Canadian Edition and Under One Roof are all upcoming events. REGISTRAR'S OFFICE The new position of Manager, International Admissions, to support the international admissions process, has been filled. Implemented the International Credential Evaluation Service (ICAS) to assess foreign credentials to speed up the admissions assessment process and developed of an in-house database of validated credentials by institution to build up an internal listing. These initiatives will speed up the admissions assessment process. Refined process for receiving English for Academic Purposes (EAP) final level grades to accelerate the acceptance process during peak periods. Dedicated more resources to enter International admission applications into GeneSIS.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES STUDENT SERVICES</p>

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.				
	FINANCE & ADMINISTRATION Improve employee and student experience through the transformation of key business processes.	FINANCE & ADMINISTRATION (1) Business process transformation results in the repurposing of 75 person weeks that enables employees to re-direct efforts to improve the student experience. (2) Initiate Project Fusion, the acquisition and implementation of a unified Finance and Human Resource enterprise resource planning system.	FINANCE & ADMIN 1) Currently tracking to deliver and meet this goal through the following projects: - Automation of course exemption process (in progress); - Automation of the upload of Student Fee payment into Student Information System (completed November, 2014); 2) Project Fusion RFP has closed, and three vendor bids were received and analyzed by the team. None of the bidders were compliant, and have been notified as such. An action plan to move this ahead is under development.	FINANCE & ADMIN
Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.				
	HUMAN RESOURCES Complete the top three (3) Employee Engagement priorities.	HUMAN RESOURCES Employee Engagement overall survey results increased to 3.90.	HUMAN RESOURCES - 1. Employee Engagement Survey will be launched in February 2015. 2. Employee Portal Pilot was launched in October 2014 to 400 employees. A survey was sent to pilot members and results indicated that 85% said it was an improvement over the current myAlgonquin and 87% would recommend myAC to other College employees. College-wide rollout set for January 2015. 3. Management Academy was launched in September 2014. 4. The automation of the Grade Reporting & Student Course Feedback is in progress. The pilot will occur Winter 2015 with full implementation scheduled Fall, 2015.	HUMAN RESOURCES
	HUMAN RESOURCES Provide timely professional development sessions to meet the priorities of the College.	HUMAN RESOURCES (1)The Human Resources-sponsored professional development plan developed by April, 2014. (2) Set of goals and metrics established.	HUMAN RESOURCES 1. The Management Academy opened in September 2014 (Completed). 2. Twenty-seven Summer professional development workshops: completed with 225 registrants. 3. Part-time Faculty Orientation sessions: completed with 563 registrants.	HUMAN RESOURCES
Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.				

GREEN - IN PROGRESS TO REACH GOAL
 YELLOW - MAY NOT REACH GOAL
 RED - NOT ANTICIPATED TO REACH GOAL

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	<p>FINANCE & ADMINISTRATION Complete the development of the 2015/16 annual budget utilizing appropriate Responsibility Centre Management (RCM) accountability, governance principles and processes that effectively couples academic authority with financial responsibility.</p>	<p>FINANCE & ADMINISTRATION (1) Responsibility Centre Management (RCM) budget principles and processes approved by President's Council. (2) 100% of College Leadership Council complete professional development in RCM policies and processes training.</p>	<p>FINANCE & ADMIN 1) Responsibility Centre Management Framework for Budget F2015/16 has been approved by President's Council. Draft budget principles were presented to President's Council late September (final principles to be presented in Q4). 2) College Leadership Council received information on draft policies in September. RCM 'road shows' to be conducted to Faculties, Schools and Departments in Q4.</p>	FINANCE & ADMIN
	<p>HUMAN RESOURCES Enhance employee engagement focus at the Live, Laugh, Learn Retreat.</p>	<p>HUMAN RESOURCES 80 employees participate in the 2014 Live, Laugh, Learn Retreat.</p>	<p>HUMAN RESOURCES 2014 Live, Laugh, Learn Retreat completed. Recommendations in progress and will be implemented for 2015 Retreat.</p>	HUMAN RESOURCES
Goal 9: Align our funded operational expenditures with provincial funding.	Completed. Standard operating procedure at the College.			
Goal 10: Expand non-funded opportunities to increase revenue.				
	<p>FINANCE & ADMINISTRATION & INTERNATIONAL & STRATEGIC PRIORITIES Complete the first full year of operations at the new Jazan Campus in the Kingdom of Saudi Arabia.</p>	<p>FINANCE & ADMINISTRATION & INTERNATIONAL & STRATEGIC PRIORITIES \$10 M in gross revenues realized from Jazan Campus by August, 2014.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES - FINANCE & ADMINISTRATION Annual audit as of August 31, 2014 (finalized on November 12) confirms revenue of \$9.6M. 4 % under target.</p>	INTERNATIONAL & STRATEGIC PRIORITIES FINANCE & ADMINISTRATION
	<p>INTERNATIONAL & STRATEGIC PRIORITIES Continue Algonquin's commitment to international campus expansion.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES (1) Algonquin College Kuwait launched. (2) Pending successful contract award, launch Colleges of Excellence Wave 2 cluster.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES- Wave 2 proposal formally withdrawn by BOG.</p>	INTERNATIONAL & STRATEGIC PRIORITIES
	<p>INTERNATIONAL & STRATEGIC PRIORITIES Expand program licensing partnership agreements to offshore international activities.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES One (1) new program licensing partnership agreement approved.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES - Negotiations continue with the Innovative College in Malaysia, but agreement may not be in place by March, 2014.</p>	INTERNATIONAL & STRATEGIC PRIORITIES
	<p>ACADEMIC Increase the number of client organizations receiving Corporate Training services.</p>	<p>ACADEMIC 325 client organizations that have received training through Corporate Training.</p>	<p>ACADEMIC As at end of Q2 reporting period, 243 client organizations have received training through Corporate Training.</p>	ACADEMIC
Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.				

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	Q2 Update	Status Green, Yellow, Red
	FOUNDATION Launch year-one of multi-year fundraising plan.	FOUNDATION 1) \$750K raised from stewarding & renewal of campaign pledges. 2) \$1M raised from alumni revenue, annual & endowment student bursary/scholarship contributions. 3) \$800K in interest disbursed and stewarded from donor named endowment funds. 4) \$750K raised from new major gift-in-kind and cash donations.	FOUNDATION* (1) \$374K received from stewarding and renewal of campaign pledges (50% of \$750K goal). (2) \$684K raised in alumni revenue, annual and endowment student bursary/scholarship/award contributions (68% of \$1M goal). (3) \$531K disbursed and stewarded from donor named endowment funds to students (66% of \$800K goal). (4) \$577K in major gifts cash/new pledges and gifts-in-kind received (77% of \$750K goal). *Financial numbers pending Foundation Board Approval on November 27, 2014	FOUNDATION
	FINANCE & ADMINISTRATION Complete Phase 1 and Phase 2 of ESCO Energy Savings Project.	FINANCE & ADMINISTRATION Successful renewal of B Building HVAC infrastructure, replacement of plant cooling tower and optimizing strategies for building controls.	FINANCE & ADMINISTRATION Replacement of Cooling Tower completed May 2014. B Building HVAC units installed; balancing to be completed by Dec 24, 2014. Optimization of Building Controls completed May 2014.	FINANCE & ADMIN
Goal 12: Create the technological foundation to align with the digital direction.				
	FINANCE & ADMINISTRATION Enhance College Leadership Council's ability to access College data to support decision-making for academic programming and services.	FINANCE & ADMINISTRATION Accessible College data improves to 50%.	FINANCE & ADMINISTRATION The College has achieved the target of 50%, and is proceeding to push forward beyond that target.	FINANCE & ADMIN
	FINANCE & ADMINISTRATION Develop a scenario-based planning framework and suite of tools that enables the Board of Governors and Management to assess the feasibility of alternative strategic directions.	FINANCE & ADMINISTRATION A scenario-based software planning tool will be developed and demonstrated at the Fall 2014 Board of Governors Retreat.	FINANCE & ADMINISTRATION Completed.	FINANCE & ADMIN
	FINANCE & ADMINISTRATION Continue investment in the College's Information Technology (IT) network to ensure a consistent level of internet, wireless and network connectivity.	FINANCE & ADMINISTRATION (1) Internet connectivity performance improves to 96% by Sept 2014. (2) Availability of wireless network improves to 96%.	FINANCE & ADMINISTRATION For the period of April 1 to Nov 1, 2014 the following system availability has been experienced: 1) INTERNET at 99.6% availability. 2) WIRELESS at 98.2% availability.	FINANCE & ADMIN



President/Board of Governors

Presentation to:	Board of Governors
Subject:	2 nd Quarter 2014/2015 Financial Projections
Date:	December 08, 2014
Presenter(s):	Duane McNair, Vice-President, Finance and Administration

RECOMMENDATION:

That the Board of Governors approves the 2nd Quarter 2014/2015 Financial Projections (Appendix A).

PURPOSE:

To present the 2nd Quarter 2014/2015 Financial Projections, including a summary of full-time positions.

BACKGROUND/CONTEXT:

On February 10, 2014, the Board of Governors approved the 2014/15 Annual Budget. This annual budget maintained the commitment to balance government funded activities with expenses and produced a net operating surplus for funded activity of \$7.7 million. The budget also included expenditures from reserves to address strategic initiatives resulting in a net contribution of (\$2.6) million.

When the budget is approved each spring, there are unknown factors affecting the revenue and expenditure forecasts that must be estimated. The quarterly financial reporting process provides updated projections based on the most current information available at that time.

Q2 HIGHLIGHTS:

- Revised revenue projections for Enrolment Growth funding based on an increase of 606 growth units. This calculation is based on the 12/13 weighted funding units which were provided by the Ministry of Training, Colleges and Universities (after the 2014/15 Annual Budget was approved).

- Tuition revenue has been reduced by \$1.3 million (2%) for full-time and \$665K (6.7%) for part-time programs due to actual 2014-fall enrolment being less than originally forecasted.
- International Education Centre (IEC) – Actual enrolment and attrition for Algonquin College-Saudi Arabia have proven to be significantly different than originally forecasted resulting in the removal of dividend income of \$2 million. In addition, there has been a decrease in contract revenue of \$420K due to the delayed start of operations at the Kuwait campus.
- Expenditures for the repatriation of Hair Stylist/Esthetician program (under Strategic Investment Priorities) are exceeding budget due to amendments to project scope and unanticipated costs incurred addressing the structural integrity of Building A. These additional costs have been partially offset by under-spending on Dental Clinic upgrades.
- The Q2 Funded Positions Report is also attached to the 2nd Quarter Financial Projections (for information). Adjustments have been made to reflect new positions, eliminated positions, and positions that have been transferred. Accordingly, there are minor differences in the staff complement and an increase in the total staff complement of two positions.
- Other non-cash revenue and expenditures were revised for capitalized project projections, post-employment benefits and interest rate swaps and are reflected in the Statement of Financial Position and Internally Restricted Net Asset Schedule.

COMPLIANCE:

- Appendix B demonstrates that the Q2 Financial Projections are compliant with our requirements of BG11-02: Board Financial Management Policy as of Q2 2014-15.

2nd QUARTER FINANCIAL PROJECTIONS



2014
2015

A Presentation to the Board of Governors
December 8, 2014



2014/2015 2nd Quarter Financial Projections

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	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance F/(U)	Variance as % of Budget
Funded Activity/College Operations					
Revenue	\$ 211,669	\$ 214,308	\$ 213,885	\$ 2,216	1%
Expenditures	203,944	203,944	203,642	302	0%
Net Contribution	7,725	10,364	10,243	2,518	33%
Contracts & Other Non-Funded Activity					
Revenue	26,870	26,870	29,337	2,467	9%
Expenditures	25,830	25,830	27,658	(1,828)	-7%
Net Contribution	1,040	1,040	1,679	639	61%
College Ancillary Services					
Revenue	41,378	41,378	42,202	824	2%
Expenditures	34,795	34,795	35,735	(940)	-3%
Net Contribution	6,583	6,583	6,467	(116)	-2%
International Education Centre					
Revenue	19,769	17,349	19,664	(105)	-1%
Expenditures	13,587	13,515	14,896	(1,309)	-10%
Net Contribution	6,182	3,834	4,768	(1,414)	-23%
Strategic Investment Priorities					
Revenue	1,872	2,864	2,607	735	39%
Expenditures	23,695	24,032	24,420	(725)	-3%
Net Contribution	(21,823)	(21,168)	(21,813)	10	0%
Net Gain on Sale of Former Pembroke Campus	-	896	896	896	100%
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(900)	(1,400)	(1,400)	(500)	-56%
Amortization of Deferred Capital Contributions	7,000	7,000	7,000	-	0%
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	6,000	7,500	9,000	3,000	50%
Amortization Expense	(14,000)	(14,000)	(14,000)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	(462)	(462)	381	843	182%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (2,655)	\$ 187	\$ 3,221	\$ 5,876	221%



2014/2015 2nd Quarter Financial Projections
 STATEMENT OF FINANCIAL POSITION
 (all figures in \$ 000's)

	March 31, 2015 Approved Annual Budget	March 31, 2015 Q1 Projected	March 31, 2015 Q2 Projected	Q2 vs. Approved Variance
ASSETS				
Current Assets				
Cash & Short Term Investments	\$ 25,067	\$ 27,819	\$ 28,233	\$ 3,166
Accounts Receivable	16,000	15,000	15,000	(1,000)
Inventory	1,900	1,900	1,900	-
Prepaid Expenses	1,300	1,300	1,300	-
	<u>44,267</u>	<u>46,019</u>	<u>46,433</u>	<u>2,166</u>
Investments	46,553	53,638	54,433	7,880
Endowment Assets	19,110	21,410	21,410	2,300
Capital Assets	261,459	264,916	265,493	4,034
TOTAL ASSETS	\$ 371,389	\$ 385,983	\$ 387,769	\$ 16,380
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Accrued Salaries & Employee Deductions Payable	7,500	6,600	6,600	(900)
Deferred Revenue	21,000	22,000	22,000	1,000
Current Portion of Long Term Debt	2,609	2,598	2,598	(11)
	<u>45,109</u>	<u>45,198</u>	<u>45,198</u>	<u>89</u>
Long Term Debt	53,870	53,960	53,960	90
Vacation, Sick Leave & Post-Employment Benefits	18,848	19,359	18,516	(332)
Deferred Capital Contributions	153,591	156,004	155,602	2,011
Interest Rate Swaps	7,247	7,247	9,624	2,377
				-
Net Assets				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	51,389	52,354	53,333	1,944
Vacation, Sick Leave & Post-Employment Benefits	(18,848)	(19,359)	(18,516)	332
Internally Restricted	47,320	56,057	57,266	9,946
Interest Rate Swaps	(7,247)	(7,247)	(9,624)	(2,377)
Endowment Fund	19,110	21,410	21,410	2,300
	<u>92,724</u>	<u>104,215</u>	<u>104,869</u>	<u>12,145</u>
TOTAL LIABILITIES & NET ASSETS	\$ 371,389	\$ 385,983	\$ 387,769	\$ 16,380

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance F/(U)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 96,066	\$ 98,704	\$ 98,854	\$ 2,788
Apprentice	4,779	4,779	4,710	(69)
Flow-Through Student Aid	1,226	1,226	1,424	198
TOTAL GRANTS	102,070	104,709	104,988	2,918
Tuition Fees				
Full-Time Post Secondary	61,873	61,873	60,608	(1,265)
Part-Time	9,793	9,793	9,128	(665)
Adult Training	1,291	1,291	1,252	(39)
Student IT & Mobile Computing Fees	7,780	7,780	8,388	608
TOTAL TUITION FEES	80,737	80,737	79,376	(1,361)
Contract Educational Services				
Corporate & Other Programs	3,298	3,298	3,415	117
TOTAL CONTRACT EDUCATIONAL SERVICES	3,298	3,298	3,415	117
Other				
Early Learning Centre	960	960	933	(27)
Student Ancillary Fees	5,314	5,314	5,397	83
Investment Income	1,528	1,528	1,228	(300)
Transfer from International Education Centre ¹	7,227	7,227	8,047	820
Miscellaneous	10,535	10,535	10,501	(34)
TOTAL OTHER	25,564	25,564	26,106	542
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	211,669	214,308	213,885	2,216
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,870	26,870	29,337	2,467
COLLEGE ANCILLARY SERVICES	41,378	41,378	42,202	824
INTERNATIONAL EDUCATION CENTRE	19,769	17,349	19,664	(105)
STRATEGIC INVESTMENT PRIORITIES	1,872	2,864	2,607	735
TOTAL REVENUE	\$ 301,558	\$ 302,769	\$ 307,695	\$ 6,137

¹ 50% of full-time tuition fees from International Students is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance F/(U)	Comments
Post Secondary Activity	\$ 2,788	\$2.6 M increase to Enrolment Growth funding based on increase of 606 growth units. This calculation is based on the 12/13 weighted funding units which were recently provided by the Ministry of Training, Colleges and Universities. Other miscellaneous adjustments.
Flow-Through Student Aid	\$ 198	Revised projections for flow through from Foundation for bursaries and scholarships.
Full-Time Post Secondary Tuition Fees	\$ (1,265)	Decreased enrolment in both standard and high demand programs.
Part-Time Post Secondary Tuition Fees	\$ (665)	Overall decrease in continuing education credit and non-credit courses.
Student IT & Mobile Computing Fees	\$ 608	Underestimated mobile computing fee at approved \$438K. Center for continuing online learning (CCOL) converted a number of programs to mobile \$170K.
Corporate & Other Programs	\$ 117	Bachelor of Information Technology - Multimedia program revised projection \$102K. Baccalaureate of Science in Nursing (B.SC.N) at the Pembroke campus received additional revenue from the University of Ottawa for the collaborative nursing program \$15K.
Investment Income	\$ (300)	Revised projection based on decline in market values in fixed income investments.
Transfer from International Education Centre	\$ 820	Increase in revenue due to increase in international student enrolment.
Contract and Other Non-Funded Activity	\$ 2,467	Within School Contracts, new contracts in various schools increased revenue by \$1.072M. Within Applied Research Contracts, an increase to College-Industry Innovation Fund as per agreement of funds to be received \$1.033M. Revised revenue projection for Applied Research Tools & Instruments grant (ARTI) \$362K.
College Ancillary Services	\$ 824	Bookstore sale of textbooks and computer software have increased \$701K. Residence summer occupancy and conference bookings were higher than anticipated \$123K.
International Education Centre	\$ (105)	Increase in international student enrolment \$2.009M. Revised projections to remove dividend income for Algonquin College Saudi Arabia - Jazan (\$2M). Delay on the start of the Kuwait campus(\$626K). Additional onshore and offshore new contracts and miscellaneous adjustments \$512K.
Strategic Investment Priorities	\$ 735	See <i>Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 6,222	
Other Minor Variances	\$ (85)	
Total Variance	\$ 6,137	



2014/2015 2nd Quarter Financial Projections
 EXPENDITURES SCHEDULE
 (all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs. Approved Variance F/(U)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 144,339	\$ 144,339	\$ 143,049	\$ 1,290
Other Operating Costs				
Mandated Student Aid	5,605	5,605	5,605	0
Contingencies	5,775	5,775	4,836	939
Long Term Debt Interest	922	922	922	-
Contract Services	9,118	9,118	9,729	(611)
Instructional Supplies & Equipment	3,794	3,794	4,175	(381)
Information Technology	5,835	5,835	6,022	(187)
Promotion	2,292	2,292	2,341	(49)
Building Maintenance & Utilities	10,758	10,758	10,637	121
Flow-Through Student Aid	1,218	1,218	1,416	(198)
Cost of Goods Sold	1,145	1,145	1,172	(27)
Other	13,143	13,143	13,738	(595)
TOTAL OTHER OPERATING	59,605	59,605	60,593	(988)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	203,944	203,944	203,642	302
CONTRACTS & OTHER NON-FUNDED ACTIVITY	25,830	25,830	27,658	(1,828)
COLLEGE ANCILLARY SERVICES	34,795	34,795	35,735	(940)
INTERNATIONAL EDUCATION CENTRE	13,587	13,515	14,896	(1,309)
STRATEGIC INVESTMENT PRIORITIES	23,695	24,032	24,420	(725)
TOTAL EXPENDITURES	\$ 301,851	\$ 302,116	\$ 306,351	\$ (4,500)

Description	Variance F/(U)	Comments
Salaries and Benefits	\$ 1,290	Full-time salary savings related to staff on leave and the timing of new hires in administration, support and academic positions. Partially offset by the requirement to backfill with part-time and contract staff, less a reduction to part-time staff related to decreased enrolment.
Contingencies	\$ 939	Based on actual enrolment achieved, contingency is no longer required.
Contract Services	\$ (611)	Mobile learning program additional expenditures for a mentorship program and writing coach (\$151K). Distance education programs increase host fees (\$265K), offset by increase to revenue. Revised projection for security services (\$23K). Increase in expenditures for a secondment for diagnostic medical ultrasonography (\$88K). Revised projection for student support services (\$65K). Other minor increases in expenditures (\$19K).
Instructional Supplies & Equipment	\$ (381)	Revised projection to gifts-in-kind (\$239K). Increase to esthetician program expenses (\$30K) offset by increase to revenue. Lab printers costs reallocated to other costs (\$75K). Various other minor adjustments (\$37K).
Information Technology	\$ (187)	Licensing fees for Customer Relationship Management software (\$50K), automation of the student bursary system (\$48K) and replacement of the Registrar's Office queuing software (\$60K). Partially offset by increased revenue. Other miscellaneous decreases in expenditures (\$29K).
Building Maintenance & Utilities	\$ 121	Revised operating projections.
Flow-Through Student Aid	\$ (198)	Revised projections for flow through from Foundation for bursaries and scholarships.
Other	\$ (595)	Lab printers (\$75K) reallocated from Instructional Supplies (\$75K). Microfiche conversion in the Registrar's Office (\$66K). Revised projections for municipal taxes (\$144K) and cost of collective bargaining (\$61K). Other minor adjustments (\$174K).

Description	Variance F/(U)	Comments
Contract and Other Non-Funded Activity	\$ (1,828)	Within School Contracts, increased expenditures for new contracts and revised expense projections for various existing contracts (\$979K). Within Applied Research contracts, corresponding adjustments in expenses related to changes with the College-Industry Innovation Fund and the Applied Research Tools & Instruments grant (\$1.395M). Within Workforce and Personal Development, a reduction in expenses due to revised expenses in various contracts \$407K. Flow-through contracts revised projections for the 2013-2014 School College Work Initiative \$204K. Other minor adjustments (\$65K).
College Ancillary Services	\$ (940)	Bookstore E-text, computer software and accessories cost of goods sold greater than at approved (\$1.035M). Food and Conference Services, salary savings due to vacancies \$107K. Other minor adjustments (\$12K).
International Education Centre	\$ (1,309)	Algonquin College Saudi Arabia - Al Qatif proposal expenditures (\$256K). Increase in commissions due to increase in international enrolment (\$96K). Increased expenditures related to new contracts (\$68K). Increased international fee share expense due to increased international student enrolment (\$870K). Other minor adjustments (\$19k)
Strategic Investment Priorities	\$ (725)	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ (4,424)	
Other Minor Variances	\$ (76)	
Total Variance	\$ (4,500)	



2014/2015 2nd Quarter Financial Projections
 STRATEGIC INVESTMENT PRIORITIES SCHEDULE
 (all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Annual Budget vs. Projection Variance F/(U)
Source of Funds				
Facilities Renewal Grant	\$ 600	\$ 600	\$ 600	\$ -
College Equipment Renewal Fund Grant	-	-	-	-
Apprenticeship Enhancement Fund Grant	-	1,026	1,026	1,026
Students' Association Contribution	-	-	-	-
(Student Commons)	257	257	-	(257)
Capital Campaign	835	835	835	-
Digital College	180	146	146	(34)
TOTAL SOURCE OF FUNDS	1,872	2,864	2,607	735
EXPENDITURES:				
<i>Campus Expansion</i>				
Repatriation of Hair Stylist/Esthetician Program facilities	4,150	4,805	5,770	(1,620)
Dental Clinic Upgrades	1,000	715	585	415
Algonquin Centre for Construction Excellence	200	200	606	(406)
Pembroke Campus	700	700	118	582
Student Commons	450	450	-	450
<i>Total Campus Expansion</i>	<i>6,500</i>	<i>6,870</i>	<i>7,079</i>	<i>(579)</i>
<i>Other</i>				
Digital College	-	327	324	(324)
College Technologies	4,734	5,179	4,920	(186)
College Space & Infrastructure	3,550	3,927	4,242	(692)
New Program Initiatives	1,250	950	950	300
Academic & Other Equipment	1,960	1,960	1,950	10
Initiatives & Opportunities	4,701	5,886	6,022	(1,321)
Apprenticeship Enhancement Fund (AEF)	-	1,026	1,026	(1,026)
Appropriations	1,000	277	277	723
Adjustment for Anticipated Underspend	-	(2,370)	(2,370)	2,370
<i>Total Other</i>	<i>17,195</i>	<i>17,162</i>	<i>17,341</i>	<i>(146)</i>
TOTAL EXPENDITURES	23,695	24,032	24,420	(725)
TOTAL NET CONTRIBUTION	\$ (21,823)	\$ (21,168)	\$ (21,813)	\$ 10

Description	Variance F/(U)	Comments
Apprenticeship Enhancement Fund Grant	\$ 1,026	Apprenticeship Enhancement fund grant announced after budget was prepared (offset by equivalent expenditures).
Students' Association Contribution	\$ (257)	Student Commons project closed therefore Students Association contribution to project not required.
Repatriation of Hair Stylist/Esthetician Program facilities	\$ (1,620)	Reflects revised project costs based on structural issues and carry forward expenses from 2013-14.
Dental Clinic Upgrades	\$ 415	Reflects revised project costs as scope of project was reduced to offset higher costs of repatriation of Hair Stylist/Esthetician program facilities.
Algonquin Centre for Construction Excellence	\$ (406)	Increase required for Energy Savings Contract(ESCOII) tower/energy improvement measures; mezzanine and rooftop adaptations for educational purposes; office adaptations and wayfinding signage.
Pembroke Campus	\$ 582	Project completed and closed.
Student Commons	\$ 450	Project completed and closed.
Digital College - Expenses	\$ (324)	Reflects revised project costs, provision adjustments and carry forwards of multi year from 2013-14.
College Technologies	\$ (186)	Reflects revised project costs, provision adjustments and carry forwards of multi year from 2013-14.
College Space & Infrastructure	\$ (692)	Reflects revised project costs, provision adjustments and carry forwards of multi year from 2013-14.
New Program Initiatives	\$ 300	Reflects revised project costs, provision adjustments and carry forwards of multi year from 2013-14.
Initiatives & Opportunities	\$ (1,321)	Reflects revised project costs, provision adjustments and carry forwards of multi year from 2013-14.
Apprenticeship Enhancement Fund (AEF)	\$ (1,026)	Apprenticeship Enhancement fund announced after budget was prepared (offset by equivalent grant).
Appropriations	\$ 723	Revised projection based on actual requirements. Actual appropriation submissions (2013-14 related expense) were \$ 723 less than budgeted.
Adjustment for Anticipated Underspend	\$ 2,370	10 % provision for anticipated underspending in SIP.
Total Explained Variances	\$ 34	
Other Minor Variances	\$ (24)	
Total Variance	\$ 10	



2014/2015 2nd Quarter Financial Projections
 INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

	Year-End Actual March 31, 2014	Projected In-Year Use of Funds (2014/15)	Projected Year- End Adjustments (2014/15)	Projected March 31, 2015
Appropriations	\$ 1,000	\$ 277	\$ 277	\$ 1,000
Specific Reserves:				
Other Projects & Initiatives	19,318	7,590	3,529	15,257
Ancillary Services Reserve Fund	5,603	1,368	1,146	5,381
Employment Stabilization Funds	517	30	73	560
Other Student Aid	27	90	79	16
	<u>25,465</u>	<u>9,078</u>	<u>4,827</u>	<u>21,214</u>
Contingency Reserve Fund	7,607	-	162	7,769
Reserve Funds:				
Future Capital Expansion	23,883	606	3,110	26,387
Sale of Former Pembroke Campus			896	896
	<u>23,883</u>	<u>606</u>	<u>4,006</u>	<u>27,283</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 57,955	\$ 9,961	\$ 9,272	\$ 57,266
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	50,804	-	2,529	53,333
Vacation, Sick Leave & Post-Employment Benefits	(18,897)	-	381	(18,516)
Interest Rate Swaps	(9,931)	-	307	(9,624)
Endowment Fund	20,810	-	600	21,410
TOTAL NET ASSETS	\$ 101,741	\$ 9,961	\$ 13,089	\$ 104,869

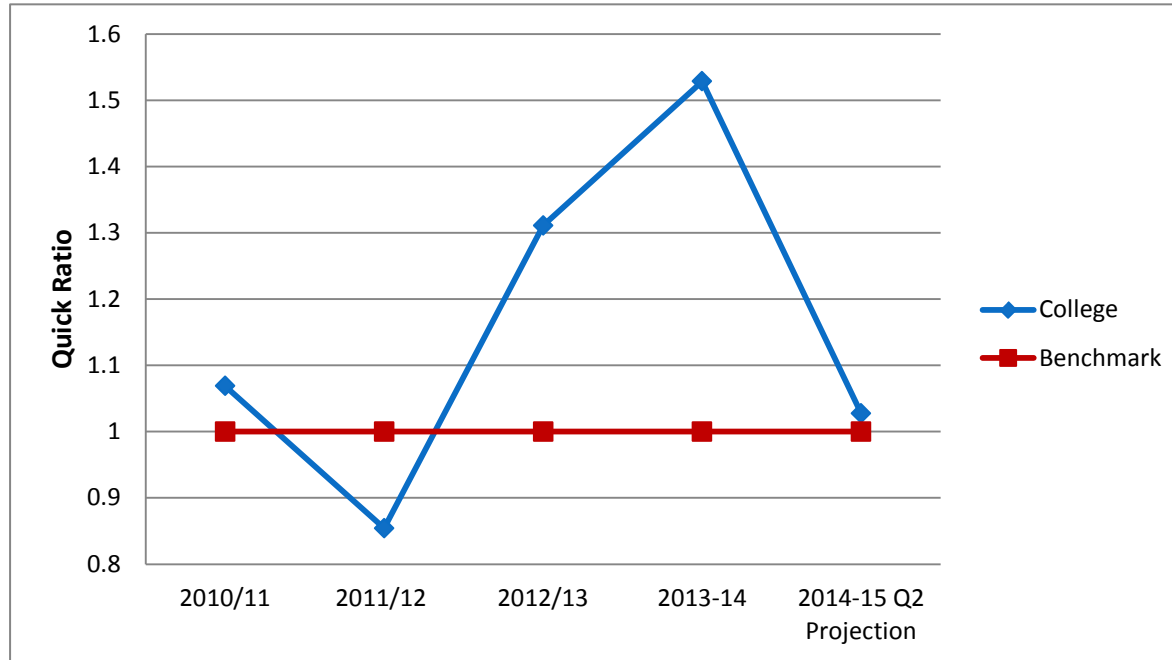
* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2014/2015. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2014/15				Position Changes			Full-Time Funded at Q2 2014/2015				Total Staffed at Sept 30/14	Total Vacant at Sept 30/14
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
President & Board of Governors													
President's Office	4	-	-	4				4	-	-	4	4	-
Human Resources													
Human Resources	22	2	1	25				22	2	1	25	24	1
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
College Ancillary Services	17	70	-	87				17	70	-	87	85	2
Finance & Administrative Services	8	28	-	36				8	28	-	36	35	1
Information Technology Services	12	71	-	83				12	71	-	83	78	5
Physical Resources	15	39	-	54				15	39	-	54	48	6
Total	54	208	-	262	-	-	-	54	208	-	262	248	14
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Student Support Services	9	39	18	66				9	39	18	66	65	1
Algonquin College Foundation	4	2	-	6				4	2	-	6	6	-
Registrar	10	58	-	68	1			11	58	-	69	66	3
Total	25	99	18	142	1	-	-	26	99	18	143	139	4
International and Strategic Priorities													
Vice-President's Office		-	-	-			1	1	-	-	1	1	-
International & Corporate Business Development							39	8	10	21	39	37	2
Total	-	-	-	-	-	-	40	9	10	21	40	38	2
Academic Services													
Vice-President's Office	15	8	18	41	1	(2)	(10)	12	9	9	30	19	11
Associate Vice-President Academic	2			2			(1)	1			1		1
School/College Work Initiative	-	1	-	1			1	1	1	-	2	2	-
Faculty of Arts, Media & Design	6	27	112	145	1			6	28	112	146	135	11
School of Business	5	9	85	99			2	5	9	87	101	98	3
School of Hospitality & Tourism	3	9	40	52				3	9	40	52	51	1
Faculty of Technology & Trades	6	27	143	176			6	6	27	149	182	178	4
Algonquin College Heritage Institute	3	10	12	25			1	3	10	13	26	25	1
Faculty of Health, Public Safety & Community Studies	8	31	123	162				8	31	123	162	147	15
Learning & Teaching Services	1	5	-	6				1	5	-	6	5	1
Mobile Computing	-	7	-	7				-	7	-	7	5	2
Centre for Continuing and Online Learning	7	18	-	25				7	18	-	25	25	-
Personal Development Institute	-	2	-	2				-	2	-	2	1	1
Applied Research & Development	2	1	-	3				2	1	-	3	2	1
Business Development & Corporate Training	5	3	-	8				5	3	-	8	6	2
International & Corporate Business Development ¹	8	10	21	39			(39)	-	-	-	-	-	-
Algonquin College in the Ottawa Valley	6	29	27	62				6	29	27	62	62	-
Total	77	197	581	855	2	(2)	(40)	66	189	560	815	761	54
Advancement													
Executive Director's Office	3	3	-	6				3	3	-	6	5	1
Recruitment	2	7	-	9				2	7	-	9	9	-
College Marketing	1	11	-	12	1			2	11	-	13	11	2
Total	6	21	-	27	1	-	-	7	21	-	28	25	3
COLLEGE TOTAL	188	527	600	1,315	4	(2)	-	188	529	600	1,317	1,239	78

The complement report represents the total number of positions for each of the College's major areas. Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

1 International & Corporate Business Development was reported under Academic Services for Approved Budget. This area was restructured in-year resulting in the change of 40 positions from Academic Services to International and Strategic Priorities.

Measuring Liquidity: Quick Ratio



Objective:

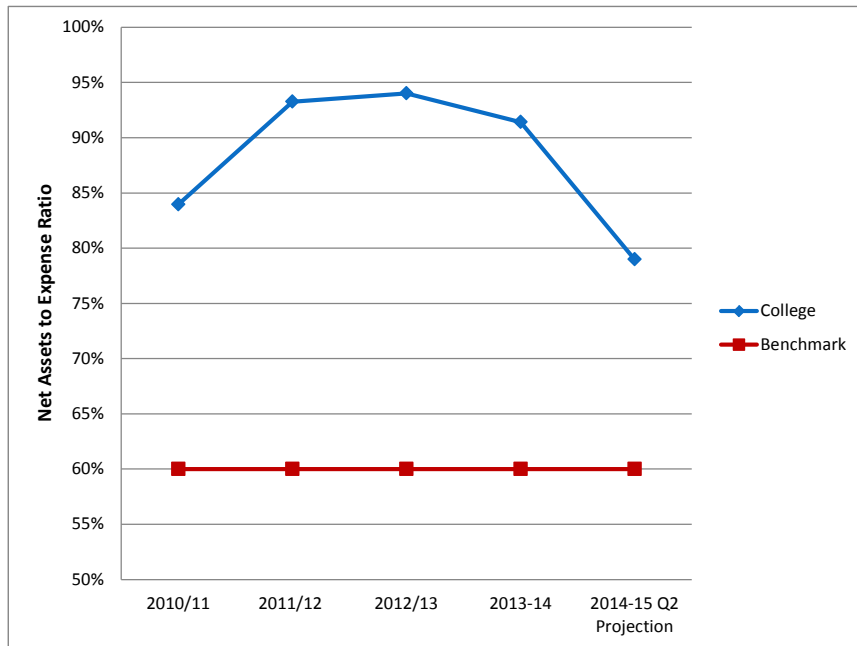
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

Less than 1.00 is typically a concern because it begins to indicate that a college may not be able to meet its short term obligations.

Note: When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio is at 2.0 for 2014/15.

Operating Results: Net Assets to Expense Ratio



Objective:

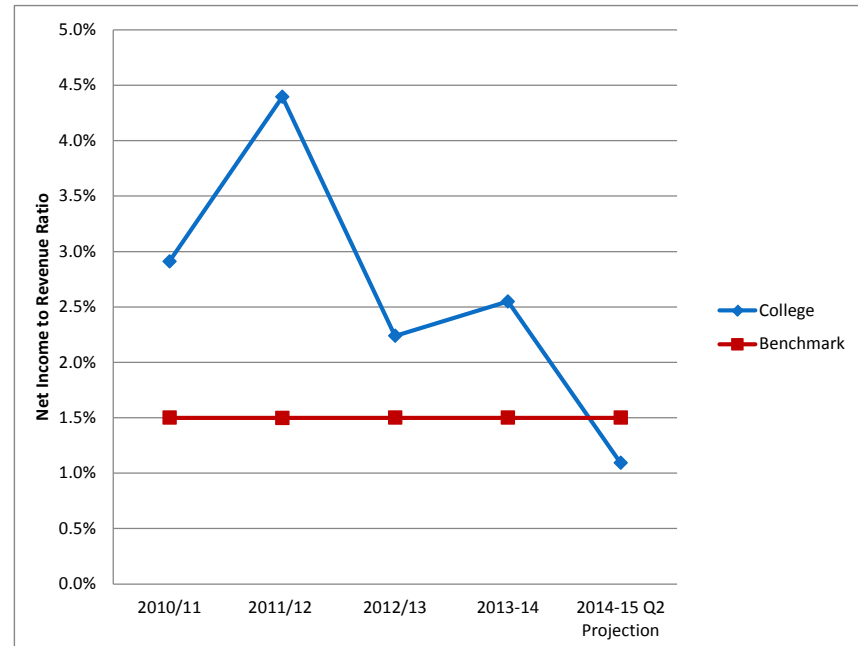
A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

Benchmark:

Less than 60% may be a concern since it could indicate that a college may not have sufficient internally accumulated resources in the future to fund operations and may be heading towards a deficit position. A negative percentage indicates the college is already in a deficit position.

Note: Compare with 2003/04 Net Assets to Expense Ratio of **48%**

Operating Results: Net Income to Revenue Ratio



Objective:

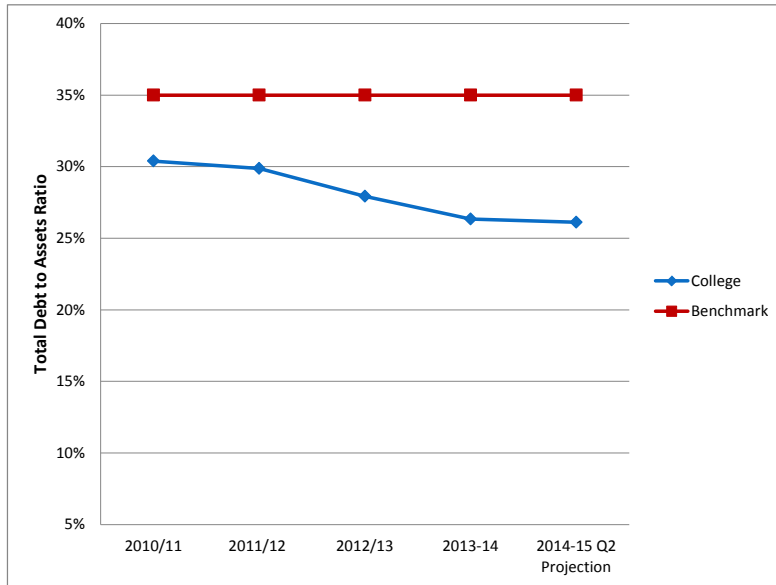
This ratio is an indicator of fiscal performance that measures the extent of a balanced budget.

Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Note: Compare with 2003/04 Net Income to Revenue Ratio of **(0.24)%**

Managing Debt: Total Debt to Assets Ratio



Objective:

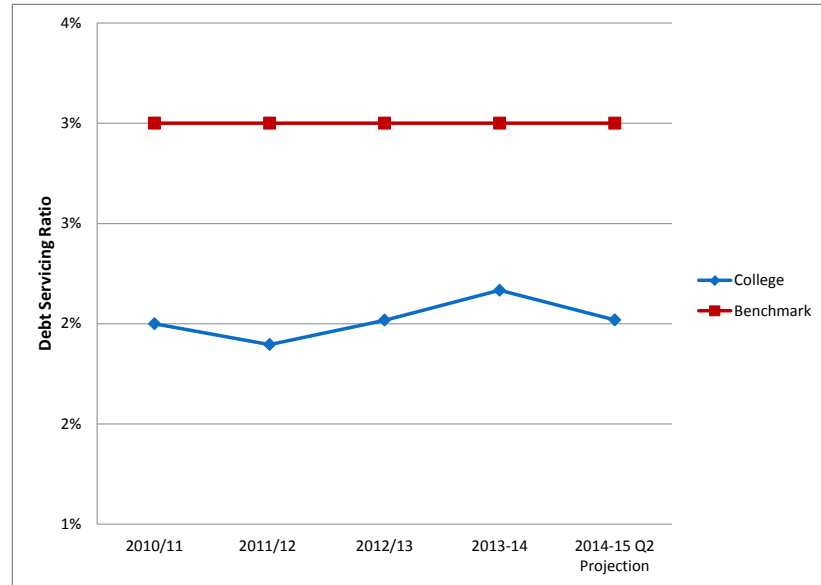
Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Note: Compare with 2003/04 Total Debt to Assets Ratio of 52%

Managing Debt: Debt Servicing Ratio



Objective:

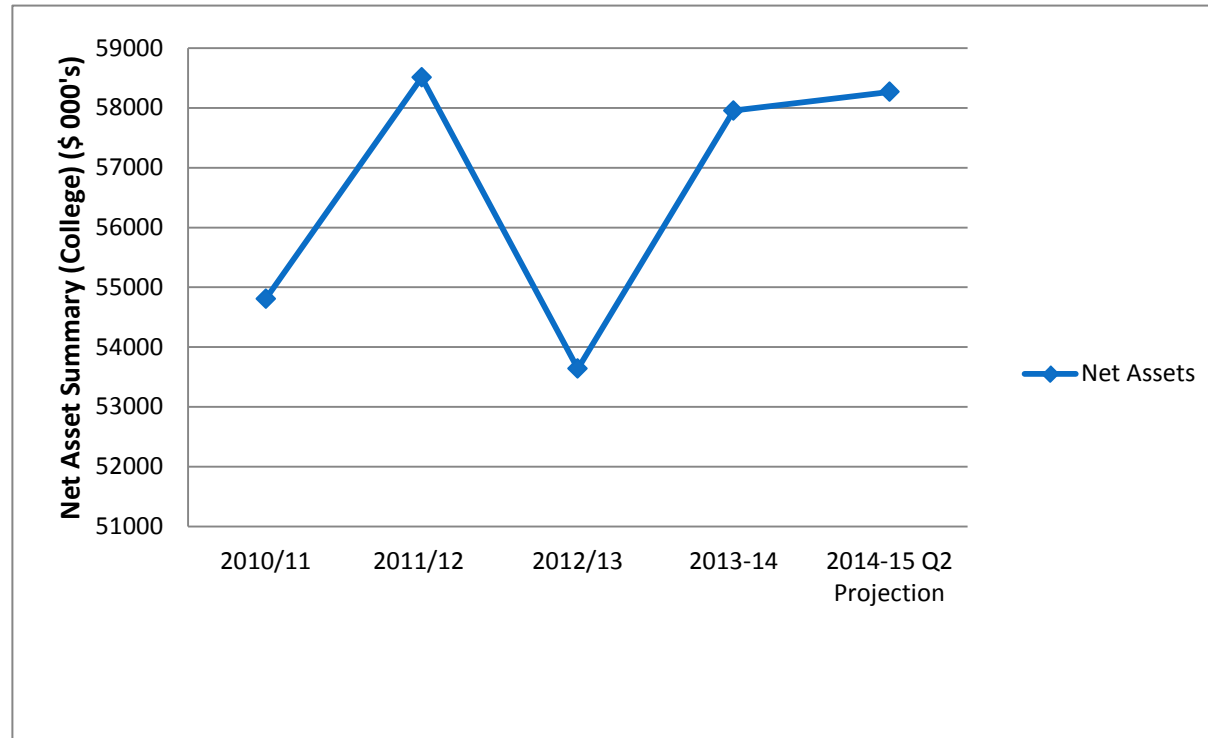
This ratio measures the College's spending on servicing the debt portfolio and could be used as an indicator that the college may be over-leveraged in debt.

Benchmark:

A ratio greater than 3% indicates that the college is spending less than 97% on core services which leads to a possibility that the college may be over-leveraged with debt payments.

Note: Compare with 2003/04 Debt Servicing Ratio of 2.7%

Net Assets: Net Asset Summary



Objective:

To measure a net asset balance for operating purposes.

Benchmark:

Less than zero indicates an accumulated deficit.

Note: Compare with 2003/04 Net Assets Summary of **\$(5,143k)**



Three Year Pro Forma Summary

December 8, 2014

(all figures in \$ 000's)

	Approved Annual Budget 2014/2015	Q2 Year-End Projection	Pro Forma 2015/2016	Pro Forma 2016/2017	Pro Forma 2017/2018
Funded Activity/College Operations					
Revenue	\$ 211,669	\$ 213,885	\$ 222,505	\$ 228,058	\$ 234,805
Expenditures *	203,944	203,642	213,765	221,186	228,970
Net Contribution	7,725	10,243	8,740	6,872	5,835
Contract Activity & Other Non-Funded Activity					
Revenue	26,870	29,337	26,459	26,227	26,152
Expenditures	25,830	27,658	25,024	24,640	24,755
Net Contribution	1,040	1,679	1,435	1,587	1,397
College Ancillary Services					
Revenue	41,378	42,202	42,610	44,508	45,529
Expenditures *	34,795	35,735	35,646	37,089	37,693
Net Contribution	6,583	6,467	6,964	7,419	7,836
International Education Centre					
Revenue	19,769	19,664	22,364	24,116	25,583
Expenditures	13,587	14,896	15,932	16,556	17,421
Net Contribution	6,182	4,768	6,432	7,560	8,162
Strategic Investment Priorities					
Revenue **	1,872	2,607	927	1,274	1,621
Expenditures ***	23,695	24,420	20,750	21,976	23,503
Net Contribution	(21,823)	(21,813)	(19,823)	(20,702)	(21,882)
Net Gain on Sale of Former Pembroke Campus					
		896			
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(900)	(1,400)	(700)	(400)	(400)
Amortization of Deferred Capital Contributions	7,000	7,000	7,000	7,000	7,000
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	6,000	9,000	4,000	4,000	4,000
Amortization Expense	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	(462)	381	624	446	439
Net Contribution as per Public Sector Accounting Standards (PSAS) ****	\$ (2,655)	\$ 3,221	\$ 672	\$ (218)	\$ (1,613)

* Expenditures do not include 'Contributions to Reserve Funds' and 'Principal Repayments of Debt'.

** 2014/15 Q2 Includes Net Gain on Sale of Pembroke Campus

***Strategic Investment Priorities Expenditures includes authorized and proposed spending from Internally Restricted Net Assets.

**** 2014/2015 Approved Budget, and 2014/2015 Q2 Projection Net Contributions are presented as per Generally Accepted Accounting Principles (GAAP).



President/Board of Governors

Presentation to:	Board of Governors
Subject:	International Update
Date:	December 8, 2014
Presenter (s):	Doug Wotherspoon

Recommendation

Accept the report for information.

Purpose

To provide BOG an update on offshore operations in Kuwait and Saudi Arabia campus.

Background

KUWAIT

Progress continues toward opening the co-ed campus in September 2015. Construction is scheduled to be completed by the end of March and occupancy expected in July.

With the majority of the executive team in place, hiring is now focused on filling academic and support staff posts. At the request of our partner, new international curriculum is being developed for a two-year Business and Management and Entrepreneurship Diploma and a two-year Marketing Diploma.

President Jensen and VP, Student Services are scheduled to visit both Kuwait and Saudi Arabia in early January, 2015.

JAZAN

2013-14

In our first year in operation, the Jazan campus had both successes and challenges. While we were able to start-up with only a few months' notice and we were able to recruit high numbers of first year students, the campus also suffered from significantly lower than expected student attendance and retention numbers.

Attendance and retention are critical measures of financial health. Attendance makes up 80% of the College's in-year funding, with Algonquin only receiving base payment from the Colleges of Excellence (CoE) for those students who maintain an 80% or above attendance average. The impact of retention is more significant in later years as the flow through of students through the Foundation Program has a ripple effect on Diploma Program enrollments.

Negotiations with the Colleges of Excellence over compensation for infrastructure commitments not in place at start-up and differences of opinion on how to calculate attendance resulted in a one-time increase in the contract's minimum guarantee. These negotiations generated approximately \$5.1 million in additional revenue and combined with cost containment strategies introduced in Q4, allowed the College to post a higher than expected profit of 197K for the 12-month period ending August 31, 2014.

2014-15

Start-up in our second year of operations has gone smoothly and the College has made significant improvement in the areas of attendance and retention. Changes to our operations have had a dramatic impact to both employee and student success.

- The hiring of Doug McLachlan as our new Campus Principal has delivered us an experienced senior executive with the people and management skills required in this challenging environment. Doug thinks strategically and has ensured our team is both motivated and focused. Most recently, Doug and the team organized a community outreach event in a nearby village that garnered significant media coverage and he ensured the College and student body were well prepared for a site visit by senior CoE officials.
- The hiring of a Ray Savard as our new Director, Foundation Year has brought the required maturity and expertise to our Foundation Program. The success of this program is critical due to its position as a feeder program for our Diploma programs. Most recently, Ray and his team have been running weekend attendance make-up classes and last week Algonquin secured permission from CoE to use 100 hours of guided study time for campus clubs. This will allow us to embed social activities related to a program of study into the daily school schedule.
- The hiring of Anthony Farah, as our new Director of IT has provided us a seasoned IT veteran who is able to liaise effectively with our CRM and IT units back in Canada.
- The hiring of Mahmoud Elbadrawy as our new Manager of Student Success has allowed us to build a student support team focused on interacting with students, especially those under the 80% attendance mark.
- Through Iftekhar Ahmed, Human Resources has drafted an employee engagement plan setting targets for employee satisfaction and professional development. The HR team has hosted its first President's Coffee Break, run a series of employee social events, and handed out its first President's Star.
- The loss of our Recruitment Officer Abdulrahman Nukhaifi just prior to the start of the second trimester recruitment period was a setback, the re-purposing of Waseem Frieslar in the role of Manager, Marketing and the re-alignment of Recruitment and Marketing under the leadership of our very capable Registrar, Mohammad Al-Lakis has provided greater accountability on the enrollment front.
- Finally, through Martin Doyle's leadership we have brought the five original providers (Laureate, TQ/Pearson, Nescott, Mondragon and Algonquin) together on a regular basis to discuss common challenges, share information, and coordinate CoE lobby efforts as a group for changes to our existing contract. This sharing of data has led us to believe that Algonquin has dramatically improved its standing vis-à-vis its peers, moving from under-performing to among the groups' leaders.

Financial Results

Improvement in attendance and retention is currently on track to increase year-over-year revenues by approximately \$2.5 million. However, while significantly improved, revenue remains below projected targets. Billable students are currently at 69% of enrolled students, below the 84% budgeted.

In addition, enrollment numbers while on track for Trimester 1 are progressing more slowly than planned for Trimester 2. The net impact has the Jazan team currently projecting a Q4 loss of \$2.5 million, approximately \$1.5 million higher than budgeted.

This underperformance is due to two issues identified in our risk assessment.

1. Number of billable students' falls below budget projections.

Student Status		Actual			Budget		
Program	Enrolled Census Day	Enrolled Billable	% Billable	Enrolled	Enrolled Billable	% Billable	Net Variance
Total Diploma	127	75	63%	115	104	90%	(29)
PYP Total	641	382	70%	600	498	83%	(116)
Grand Total	768	457	69%	715	602	84%	(145)

2. Enrollments fall below expectations

Enrollment Projections	T1	T2	T3	Total
PYP 1 st semester intake (Budgeted)	400	400	75	875
Actual	381			
Projected		150	150	681
Variance				(194)

In 2013-14, Algonquin welcomed over 400 new students in the second semester (January). This year CoE required all providers move to a trimester system, with three enrollment periods (Sep., Dec. & Mar.) instead of the traditional two (Sep. & Jan.).

This shift seems to have had a significant impact on enrollments. Originally budgeted to welcome 400 new students in Trimester 2, recruitment is currently trending toward a high of 150. It is expected that this shift in enrollment patterns will allow us to increase our Trimester 3 projection, but we are not expecting a full recovery to the total budgeted amounts.

Mitigation Efforts

To make up for the lost revenue we have identified 6 strategies aimed at improving our financial position between now and the end of the fiscal year.

1. Continued focus on attendance & enrollments

The revised strategy and business plan are having the desired effect, just not as rapidly as hoped.

Additional efforts will be made to improve our marketing and community relations. In the long run, improvements in the quality of the campus experience will lead to improved word of mouth and financial results.

2. Further cost containment

To compensate for our drop in revenue, Martin and Doug have done an excellent job at lowering our cost of operation. There is a limited amount of cost containment that can be done without hurting our long term prospects for success. All costs will continue to be monitored closely.

3. Maximizing our employment bonus

Efforts are underway to maximize our 2013 Employment bonus. With 18 recent graduates, we are working diligently to reach the 95% employment mark. If successful, the employment bonus could generate in excess of \$500,000 in additional revenue.

4. Increasing corporate training revenue

A full-time corporate sales lead has been hired and is actively working to secure corporate training contracts.

5. Securing an “Outstanding” Quality Assessment Ranking

In 2013 we received a “Satisfactory” ranking. Our goal for 2014 had been to reach for a “Good” ranking. While we believe the chances of jumping from Satisfactory to Outstanding are slim, a Tiger Team has begun meeting weekly in an attempt to leave no stone unturned. If successful, the “Outstanding” ranking would generate in excess of \$1.5 million dollars in additional revenue.

6. Lobbying for a change in our contract

The College has joined forces with the other four Wave 1 providers to lobby CoE for changes that would provide greater financial stability to all operators. For example, if CoE would agree to set the attendance mark at 70% (instead of the current 80% level) this would allow Jazan to be on secure financial ground.

Summary

The Jazan team continues to make measured improvements each and every day. Their dedication and hard work, in a challenging environment, should serve as an example to all of us at the College. Progress, albeit slower than expected, is being made and we remain confident that at the end of 2014-15, like 2013-14, we will exceed our budget projections.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Entrepreneurial Opportunity
Date:	December 8, 2014
Presenter (s):	President Cheryl Jensen

RECOMMENDATION:

THAT the Board of Governors approves a \$450,000 cash investment to acquire a 15% minority interest in a new company currently labeled NewCo.

PURPOSE:

The purpose of this report is to secure Algonquin College Board of Governors approval for Algonquin's investment in a joint venture with Nelson Canada, Pearson Education, and Kivuto.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	2017/2022 Strategic Planning Process
Date:	December 8, 2014
Presenter (s):	Doug Wotherspoon & Suzannah DiMarco

RECOMMENDATION:

THAT the Board of Governors accepts President’s Council’s request for the Board of Governors to provide feedback on the process detailed below, and following the feedback, approve the launch of an 18-month Strategic Plan stakeholder engagement effort.

PURPOSE:

To deliver a new 5-year Strategic Plan to the Board of Governors for approval in the Spring of 2016.

BACKGROUND:

The College’s current 5-year Strategic Plan will run its course by the end April 2017. To allow College leaders enough time to integrate the directions identified in a new plan into their 2017-2018 Business Plan and Budget, the new strategic plan must be completed by the beginning of June 2016.

Four Proposed Phases

1. Foundation Phase (Dec. 2014 – Jan. 2015)

This phase is aimed at ensuring the foundational elements are in place to ensure the success of the strategic planning effort.

- Establishment of the Strategic Plan Working Group (PC)
President’s Council would serve as the Strategic Plan Steering Committee, adding the Strategic Plan as a standing item to its weekly meeting agenda. Additional support would be provided as required by the Office of the President & BOG, the Office of the VP, International and Strategic Priorities, the Advancement team (event planning, gov’t relations & communications), the Business Intelligence unit, and outside consultants as required.
- Consensus on The Ideal Strategic Plan (CLC)
A review of Strategic Plan options from across both non-profit and for-profit organizations would be completed and its study used to facilitate a CLC conversation aimed at reaching consensus on what Algonquin’s ideal strategic plan will include.

- **Development of Strategic Plan Principles & Goals (Board of Governors)**
A facilitated conversation by the Board of Governors on the principles and goals it would like to see used to guide the College's strategic planning conversation.

2. Discussion Phase (Jan. 2015 – Sep. 2015)

This phase is aimed at broadening the Algonquin community's awareness of the issues and options facing the College. In keeping with our values, the effort will seek to inform the community of our current state and spark discussion of the College's future in a broad and engaging manner. The end result will be the release of a Discussion Paper that outlines the various directions and solutions raised by the community for consideration.

- **Establishment of Strategic Plan Advisory Committee**
Under the Executive Sponsorship of the President, a call for volunteers would result in the establishment of a panel of experts (internal and external) to serve in an advisory capacity to President's Council and the Board of Governors. Terms of reference and Committee composition would be informed by the BOG and approved by PC.
- **Knowledge Sharing Sessions (in-person & online)**
An integral part of the Discussion Phase is ensuring the community has an opportunity to share knowledge and discuss possible directions. In an effort to broaden the community's awareness on key topics a series of knowledge sharing sessions are planned. Sessions will include both an education and a discussion portion, allowing the community to provide their personal insights on the information distributed.

Where feasible Board Governors will be invited to play a role in introducing the strategic planning timelines, principles, goals and the discussion topic for the particular knowledge sharing session.

Possible sessions could include;

- ✓ Algonquin by the Numbers – This session would look at the College's past and current state via an analysis of College and system data.
- ✓ Academic Quality & Innovation – All organizations seek to advance academic quality. All organizations seek to innovate. This session looks to find common ground among Algonquin stakeholders around these two bold goals.
- ✓ Defining Centres of Excellence – This session would examine the community's definition of Centres of Excellence and their value to a higher education institution.
- ✓ What is Student Success? – This session would seek to uncover the community's definition of the concept of student success by exploring differing approaches and outcomes.
- ✓ What Employers Are Looking For – This panel session would invite employers from various field ranging from government to high tech, health care to small business, to provide their insights on what employers are looking for in the education system.
- ✓ The Future of College Education: a Union Perspective – This session would provide union leaders the opportunity to share their solutions for improving college education.
- ✓ Labour Market Trends and Insights – This panel session would provide the community with deep insights on the future of work from a global, national, provincial and local perspective.

- ✓ Straight from the Minister – Who better to provide the community an overview of the Government of Ontario’s aspirations for post-secondary education than the Minister of Training, Colleges and Universities?
- ✓ The Modern Polytechnic – This session would recount the College’s evolution from community college to polytechnic and include a conversation around what it means to be a polytechnic today.
- ✓ Digital College or Connected College? – This session would seek to hear the community’s perspective and open a discussion on the two complimentary concepts.
- ✓ How big should Algonquin be? – This session would explore the different strategies and their impact on College size.

- **Town Halls & Focus Groups**

Using a template developed by the Strategic Plan Advisory Committee, Deans and Directors would be invited to host campus, school and departmental level town halls aimed at encouraging small group discussions. In addition, external stakeholders would be engaged, ranging from students to alumni, government agencies to industry associations.

- **Surveys**

A touchstone survey would be introduced to provide quantitative data which complements the qualitative data acquired.

- **Discussion Paper Release**

Following months of information sharing, the Advisory Committee would release a formal discussion paper identifying the issues and options raised during the various events. The primary purpose is meant to ensure all voices are heard and acknowledged.

3. Solutions Phase (Jun. 2015 – Jun. 2016)

This phase would see the Strategic Plan Advisory Committee retreat to deliberate on the directions provided by the Board of Governors, review in detail the Discussion Paper findings and draft an initial Strategic Plan for review by the President’s Council.

- **Advisory Committee Retreats**

In June 2015, the Strategic Plan Steering Committee would hold its first retreat reviewing the guidance provided by the Board of Governors, breaking into small working groups, and deliberating over directions identified during the knowledge sharing period. In September of 2015, a second 2-day retreat would be held to begin the process of reaching conclusions for presentation to the President’s Council. A final 2-day retreat, would be held jointly between the Advisory Committee and President’s Council aimed at reaching consensus on the Draft Strategic Plan for release to the college community.

- **Public Consultation**

A series of public events would be held to introduce the Draft Strategic Plan and solicit feedback. Notes would be gathered and summarized and a final Draft prepared for review by the Strategic Plan Advisory Committee, internal and external stakeholders, and the Board of Governors.

4. Promotion Plan (Jun. 2016 – Onward)

Upon approval by the Board of Governors, the final draft would be released to the College community and promoted extensively via both paid advertising and community outreach.

**DRAFT 2017-2022
STRATEGIC PLANNING
PROCESS**

**Doug Wotherspoon &
Suzannah DiMarco**

Highlights

- 18-month effort
- High level of stakeholder engagement
- Integrated with existing efforts
 - Digital Strategy
 - Annual Business Plan & Budget preparation
 - BOG, PC, CLC retreats



Timeline & Phases

1. Foundation Phase (Dec. 2014 – Jan. 2015)
2. Discussion Phase (Jan. 2015 – Sep. 2015)
3. Solutions Phase (Jun. 2015 – Jun. 2016)
4. Promotion Phase (Jun. 2016 – onward)



Roles & Responsibilities

BOG

- Executive Sponsor
- Establish Strategic Planning process guiding goals and principles
- Provide overarching vision

PC

- Steering Committee
 - Oversee the Strategic Planning process
 - Align & integrate existing efforts with planning efforts
 - Establish business goals

Advisory Committee

- Advisory Committee
 - Manage the Strategic Planning process
 - Ensure all voices heard
 - Identify options
 - Make recommendations

Working Group

- Working Group
 - Provide day-to-day administrative support



Next Steps

- TBC – BOG Principles & Goals Session
- TBC – CLC The Ideal Strat. Plan Session
- TBC – Community Launch
- TBC – Selection of Steering Cmte. Chair
- TBC – Call for Steering Cmte. Volunteers



QUESTIONS



Presentation to:	Board of Governors
Subject:	2015/16 Budget Assumptions and 3 Year Pro Forma
Date:	December 8, 2014
Presenter(s):	Duane McNair, Vice-President, Finance and Administration

Recommendation

THAT the Board of Governors accepts the report as presented.

Background

Based on the 2014 Ontario Budget, the College can anticipate continued funding reductions as the Province plans to eliminate its deficit in the next three years. Provincial funding makes up approximately 37% of Algonquin College's budget and, therefore, reductions associated with the Ontario Budget will directly impact the College budget. The estimated impact of the Ontario Budget to Algonquin College is attached as Appendix A.

The College Budget Committee (a cross-sectional team of Deans and Directors) has worked collaboratively since the Spring to achieve a balanced draft pro-forma. Budget details are currently being updated in the College's Budget System that will be utilized to develop the final 2015/16 Annual Budget to be presented to the Board of Governors on February 2, 2015.

The attached report (see Appendix B – Pro Forma Summary) provides preliminary estimates for 2015/16 to 2017/18.

The preliminary pro forma for 2015/16 includes the following assumptions:

- 2% full-time post-secondary enrolment growth and 3% tuition fee increase for full-time tuition and ancillary fees
- Decrease of an additional \$715K to General Purpose Operating Grant
- Salaries and benefits estimates based on current collective agreements and legislation
- 0%-2% increase for most other operating expenditures

Funded Activity for 2015/16 and beyond is projected to produce a cash net contribution that will be sufficient to annually fund \$2 million in contributions to Reserve Funds (for long term capital investments) and to maintain a Contingency Reserve Fund balance equal to 3% of the operating budget.

The pro forma for Net Assets is projected to result in a positive fiscal year-end balances for Unrestricted Net Assets plus Internally Restricted Net Assets. This is compliant with the Ministry's Business Plan Directive on Deficit Recovery Plans and the College's Board Financial Management Policy.

**Ontario Provincial Government
2014 Budget Impacts on Algonquin College**

Effects of Budget Highlights

Revenue Impact:	Description		14/15	15/16	16/17	17/18	18/19	19/20
Total Budget Savings targets	Program review savings target - \$250 million for 2014–15 and \$500 million in each of 2015–16 and 2016–17	Annual Decrease	\$ 357,500	\$ 715,000	\$ 715,000	N/A	N/A	N/A
Capital allocations increase (FRP)	Increase in capital allocations (FRP) for repairs and maintenance from \$26 mil to \$40 mil starting in 2015-16, and will continue to increase to \$100 million by 2019-20.	Annual Incremental Increase	N/A	\$ 323,610	\$ 346,725	\$ 346,725	\$ 346,725	\$ 346,725
		Cumulative Incremental Increase	N/A	\$ 323,610	\$ 670,335	\$ 1,017,060	\$ 1,363,785	\$ 1,710,510
Aboriginal Skills-training programs	Funding for regional skills-training programs for Aboriginal Peoples indicating increased program specific funding	No Details Available						
Expense Impact:	Description				High	High	High	High
Ontario Retirement Pension Plan (ORPP)	New mandatory provincial pension plan, the Ontario Retirement Pension Plan (ORPP) effective 2017	N/A	N/A	N/A	\$ 375,176	\$ 1,500,704	\$ 1,500,704	\$ 1,500,704
					\$ 218,433	\$ 873,734	\$ 873,734	\$ 873,734
Minimum wage increase	Minimum wage increase to \$11	N/A	Impact less than \$9K (11 Students @ 20 hours per week)					



Three Year Pro Forma Summary

December 8, 2014

(all figures in \$ 000's)

	Approved Annual Budget 2014/2015	Q2 Year-End Projection	Pro Forma 2015/2016	Pro Forma 2016/2017	Pro Forma 2017/2018
Funded Activity/College Operations					
Revenue	\$ 211,669	\$ 213,885	\$ 222,505	\$ 228,058	\$ 234,805
Expenditures *	203,944	203,642	213,765	221,186	228,970
Net Contribution	7,725	10,243	8,740	6,872	5,835
Contract Activity & Other Non-Funded Activity					
Revenue	26,870	29,337	26,459	26,227	26,152
Expenditures	25,830	27,658	25,024	24,640	24,755
Net Contribution	1,040	1,679	1,435	1,587	1,397
College Ancillary Services					
Revenue	41,378	42,202	42,610	44,508	45,529
Expenditures *	34,795	35,735	35,646	37,089	37,693
Net Contribution	6,583	6,467	6,964	7,419	7,836
International Education Centre					
Revenue	19,769	19,664	22,364	24,116	25,583
Expenditures	13,587	14,896	15,932	16,556	17,421
Net Contribution	6,182	4,768	6,432	7,560	8,162
Strategic Investment Priorities					
Revenue **	1,872	2,607	927	1,274	1,621
Expenditures ***	23,695	24,420	20,750	21,976	23,503
Net Contribution	(21,823)	(21,813)	(19,823)	(20,702)	(21,882)
Net Gain on Sale of Former Pembroke Campus					
		896			
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(900)	(1,400)	(700)	(400)	(400)
Amortization of Deferred Capital Contributions	7,000	7,000	7,000	7,000	7,000
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	6,000	9,000	4,000	4,000	4,000
Amortization Expense	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	(462)	381	624	446	439
Net Contribution as per Public Sector Accounting Standards (PSAS) ****	\$ (2,655)	\$ 3,221	\$ 672	\$ (218)	\$ (1,613)

* Expenditures do not include 'Contributions to Reserve Funds' and 'Principal Repayments of Debt'.

** 2014/15 Q2 Includes Net Gain on Sale of Pembroke Campus

***Strategic Investment Priorities Expenditures includes authorized and proposed spending from Internally Restricted Net Assets.

**** 2014/2015 Approved Budget, and 2014/2015 Q2 Projection Net Contributions are presented as per Generally Accepted Accounting Principles (GAAP).



President/Board of Governors

Presentation to:	Board of Governors
Subject:	International Support Model - For Information
Date:	December 8, 2014
Presenter (s):	Doug Wotherspoon

PURPOSE:

To provide the Board of Governors with an update on the work being completed to build an International Support Model.

BACKGROUND:

Starting a new campus is a challenging affair. As we have come to realize, it is not as simple as taking what we do in Canada and replicating it abroad.

At the same time, we continue to receive significant interest from foreign institutions wanting to learn how Algonquin might be able to assist them in improving their operations.

The reality is that there are very few western institutions of higher education that have the type of experience Algonquin has operating campuses overseas. This experience has provided the College with a high degree of experience and credibility from those institutions looking to innovate their current practices.

To address the challenges facing both those starting new campuses and those looking to innovate their existing operations, the International Team has conceived of a new support model which borrows from the concepts and processes used by organizations who have successfully expanded globally – Tim Hortons, Starbucks and McDonalds.

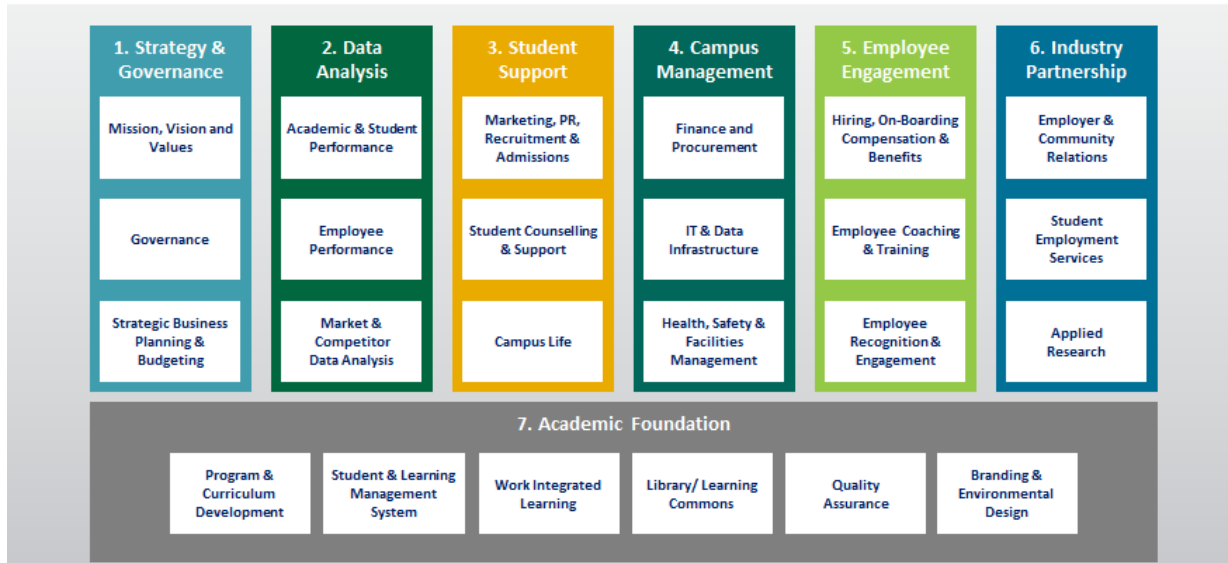
The International Support Model

All of these efforts hinge on our ability to systematize and build an effective support model. The system we are considering is a set of easily replicable policies, procedures and processes that when matched with motivated people and efficient technology allow an institution to quickly deliver high quality polytechnic education and training.

The International Team is focused on building out this system in an agile, iterative manner, using Jazan and Kuwait as our testing ground. To date we have identified 7 key areas of focus and 24 core competencies.

The International Support Model

Covers 7 areas of expertise and 24 core competencies



Each of the core competencies have been broken into 5 components.

Core Competency Framework



1. Core Competency Overview Document of about 2-5 pages will explain why the core competency is important and the strategic direction chosen by Algonquin. A set of supporting research and links will allow the reader to further investigate if interested.
2. Draft Key Performance Indicators will be identified and recommended, aimed to provide senior executives and front line staff with a set of key metrics from which to guide the institution. Over time they would be benchmarked against either local or College wide results.

3. Policies and Procedures will be drafted using AC Canada's existing policies as the foundation and then simplified to ensure the core elements remain. These policies, and the templated processes that support them, will provide operators with step-by-step guidance on how to deploy the strategies detailed above. Over time these would be turned into CRM web forms.
4. Organizational Structure and Job Descriptions will provide operators with a clear understating of the staffing level required to deliver on the core competency.
5. The final element is providing Training and Support in a manner that allows employees to have constant access to experienced trainers and resource materials.

Next Steps

To test whether the concept will work, we are in the process of taking 2 categories and developing the “system” to test in Jazan and Kuwait. Once tested, we will report back on our findings and adjust our work accordingly.

2014 December News Update

Key message

- This is the year of student success – the College is looking for ways to improve the student experience, and is working with employees to make that happen.

Recent Success Stories

- The College was recently ranked #1 of all Canadian colleges in terms of research productivity. Algonquin College Applied Research & Innovation Office had 120 partners and 180 projects underway in 2013. The College was recently featured in the Globe & Mail alongside one of its Applied Research partners, Gymtrack – a company which produces an app and device that allow you to track your workouts and receive auditory feedback from your smartphone.
- Our Ontario College Marketing Competition team from the School of Business just returned from their annual competition. They placed in the top five for five out of 11 events, including a second place finish in Prospect Pitching and a third place finish in Marketing. Thirteen Ontario colleges participate in OCMC each year.
- Thousands of prospective students, guidance counsellors, and parents attended our Fall Open House held at our Ottawa campus on November 6. Our next Winter Open House is scheduled for January 17.
- Our Music Industry Arts program has recently acquired a very high end Solid State Logic audio console, providing students with hands-on experience using the ‘Cadillac’ of recording room technology.
- Outdoor Adventure (Pembroke) graduate Peter Schmalz was one of two winners of the most recent Amazing Race Canada.
- Capital Entrepreneurs, a partnership among Carleton University, the University of Ottawa and Algonquin College dedicated to making Ottawa the best place to start and grow a business in Canada, recently received \$2 million from the Province of Ontario.

In the News

Drugs in Ryan Farm Park and Residence

- The College is sending a clear message that drugs are not tolerated on campus, and we are working with our Ottawa Police partners to ensure that our community neighbours are respected.
- Through Student Support Services and Campus Living, our Residence Advisory Committee is meeting on this issue, and we are hosting events which discuss the issue of substance abuse.

Sexual assault on postsecondary campuses

- The College is proactive on this issue. Our Security and Health Services teams have launched a Safe and Healthy relationships campaign on campus.
- Though we do not have a student conduct policy specific to sexual assault, incidents are covered by our Student Code of Conduct and by the Canadian criminal code.
- A task force has been created to address the issue at the provincial college system level. Algonquin has significant representation on the task force.

2014 December News Update

Student stress

- In recognition that this can be a difficult time of year for students. The College has been publicizing the many resources we have available, and offering events like Paws 4 Stress and our Purple Couch mental health campaign, to raise awareness of the support available.

In the Community

- Police Foundations students recently raised over \$2,500 for the family of Ottawa Police Staff Sergeant Kal Ghadban, who took his own life in September. The funds also support the “Heroes are Human” organization for first responders coping with mental health challenges.
- Our School of Hospitality and Tourism hosted the annual “Stars of the City” banquet at the College, recognizing the hardworking service people in the hospitality industry across the City.
- The Child and Youth Worker program is supporting the Public Ribbon Campaign in support of Children's Aid Society and launched a campaign on campus.
- The Spread the Net Campaign has returned to Algonquin College! This student-led initiative raises funds for bed nets to be sent to countries affected by malaria. Over the last two years, the College raised the most money of any school nationally, winning the “Spread the Net Student Challenge”.

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December 8, 2014****HUMAN RESOURCES****CENTER FOR ORGANIZATIONAL LEARNING (COL)****New Full-time Faculty Development Program**

A cross-College advisory committee made up of Faculty, a Chair, a Dean and a student provided guidance and input into the process.

November Professional Development Workshops

COL offered 4 workshops with Curriculum Services colleagues for Faculty pertaining to the Professor of the 21st Century competency # 7 – “Designing and developing effective curriculum to support student success”. The session had 40 registrants.

TALL Program

2014 Fall TALL courses are:

TTA5501 Teaching Adults: Getting Started (Sept 16-Oct 21)

TTA5503 Engaging Adult Learners with Effective Teaching Strategies (Oct 28-Dec 16)

TTA5508 Course Development (Oct 22-Dec 10)

Leadership Mentoring Program

The program is running during 2014-2015 year. There are 11 mentors and mentees that have been paired and have begun their mentorship journey. To date they have met twice developing their learning plans.

Algonquin Leadership in Education Institute (ALEI)

ALEI I and II are being offered during the 2014 Fall semester. We have 16 participants in the ALEI I cohort and 10 participants in the ALEI II cohort.

Kaleidoscope Conference/ May 11 – 13, 2015

The planning team has been selected. The theme for the 2015 Conference and keynote speakers will be confirmed shortly.

Performance Institute

The Performance Institute had 12 employees who participated in the September 23 to December 2 classes.

Management Academy

The Management Academy is being offered in 2014-2015 with 22 offerings of 13 distinct workshops. To date, 6 workshops have been offered with 80 attendees. The Management Academy is designed to support all Administrative staff with supervisory responsibilities.

COMPENSATION, PENSION & BENEFITS (CP&B)**NIDMAR Audit (National Institute of Disability Management and Research)**

Gail Kovacs, Director, International Services from KMG Health Partners presented the NIDMAR report to President’s Council which outlines best practices. Algonquin College is the only educational institution in Canada that has undertaken this audit in order to recognize areas where we have achieved excellence

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and areas to improve existing programs. This is a unique opportunity that allows management, employees and union representatives to work together to help ensure employee wellness, fiscal responsibility and help us establish our best Return on Investment.

Ebola Virus Disease /President's Council Briefing and Working Group

Representatives from Safety, Security & Emergency Management, Student Support Services, Health Services, Health and Community Studies, Advancement, International & Strategic Priorities and Human Resources presented a briefing to President's Council on the status of College measures and plans related to Ebola Virus Disease. Additionally, the above representatives have coordinated an advisory group to meet bi-weekly and report back to President's Council every 3 weeks.

Volunteerism

Three employees from Human Resources participated in the Dare2Give kick off with the Governor General, the Ottawa Humane Society and several Algonquin College students.

About Dare2Give and My Giving Moment

Imagine if every Canadian challenged one other person to donate or volunteer along with them? Suddenly, there would be even more giving in Canada, and our communities would be that much better, stronger and caring. That's the idea behind the Dare2Give challenge, the latest in the My Giving Moment campaign, inspired by Governor General David Johnston.

Several Human Resources employees participated in the annual United Way Air Band Competition on Oct 10th, raising funds in support of those most in need of Algonquin College's support.

Professional Development

Compensation, Pension & Benefits (CP&B), in partnership with the St. John Ambulance and Dan Cuddy from Student Services, offered five Paws 4 Stress sessions at the Mamidosewin Centre to Algonquin employees.

On Tuesday, October 28th Algonquin partnered with the Royal Ottawa to deliver "Mental Health 101 tune up" for College employees. The College and University campuses are seeing an increase in the rate of mental health concerns among students right across North America. As a result, Faculty, Administrative and Support staff find themselves responding to students in distress. This presentation looked at the mind-body connection and its impact on mental well-being, increasing your mental health awareness and offered some practical tips and tools for responding to students in distress.

CAAT Pension delivered two sessions on Retirement Planning and the Ontario Retirement Pension Plan. Over 80 employees attended.

Two staff members attended a two day seminar on the "Responding to the Presentation of Mental Health and Addictions in the Workplace." We also completed the following in-house PD sessions: Managing Transitions, The Working Mind, Change Management, Performance Management, Coaching Through Transitions, Increasing Employee Engagement and My AC pilot.

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Implementation of the Academic and Support Staff Collective Agreements

Compensation, Pension & Benefits (CP&B) worked closely with Information Technology Services and Payroll to ensure all retroactive payments and salary changes were implemented within short timelines in respect of the two new collective agreements. A communication to Academic staff regarding their new travel coverage was also sent.

Partial Tuition Reimbursement

Eighty-eight employees have applied and have been approved to receive partial tuition reimbursement of dependent and student status.

LABOUR RELATIONS

As of November, 12, 2014 there were 20 active Support staff grievances and 2 active Academic grievances which are ongoing through the Step process.

ORGANIZATIONAL EFFECTIVENESS

Recruitment / Job Posting Summary

From the period of September 16, 2014 to November 10, 2014 the Recruitment Team posted 36 postings with the breakdown as follows:

Academic	13 (incl. 11 part-time)
Administrative	5*
Support	18 (incl. 9 part-time)
Total	36

**3 of the 5 posted in this period of time were for Academic Chair positions.*

Recruitment Community Engagement

Algonquin College's Recruitment team attended the EARN Career – Ottawa's largest Career Fair targeting persons with disabilities; <https://www.youtube.com/watch?v=TTNZnXOdb4>.

Performance Management

The Mid-Year Update for all Administrative employees was launched the 2nd week in November and will end in mid-December. This is a new process for the College as previously 3 updates were required annually.

Management Academy

The Performance Management Best Practices Session was delivered to 21 Administrative employees at the end of October 2014.

Our new Performance Management web-page (extension to the HR website) launched in October and has received positive feedback from Managers.

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December 8, 2014****Succession Planning**

As a part of the ongoing succession planning initiative, Algonquin has partnered with Knightsbridge Consulting group to deliver pilot workshops that will be delivered in early 2015.

Project Fusion

An Organizational Change Management Consultant was hired in September 2014. We continue with business process review and documentation across all HR processes. Stakeholder interviews are being conducted to baseline change management activities for the College.

FINANCE & ADMINISTRATION**PHYSICAL RESOURCES****ESCO 2 – B Building HVAC System**

- Siemens and their contractors continue to work to complete the exterior roofing and associated work before the weather closes in for the season.
- The system air balancing and commissioning work continues with a scheduled completion date of December 24, 2014.
- Siemens have submitted their quarterly energy savings report and it is being verified.

Healthy Living and Education Initiative – Phase 1 A Building

- Pomerleau and the team continue to work through the balancing and commissioning.
- Work continues on deficiencies and remaining outstanding items not completed before occupancy. Anticipated completion date is by the end of December 2014.

FINANCE AND ADMINISTRATIVE SERVICES

The Finance and Administrative Services Department team has been supporting the College Budget Committee in preparing the Preliminary Draft 2015-16 Pro-forma budget.

The 2014-15 Q2 Financial Report is complete and included in the December 8th, 2014 Board of Governors meeting materials.

Other Projects currently in progress:

- Project Fusion – a team of Finance members, in collaboration with Information Technology Services and Human Resources members, has been heavily involved in the review and evaluation of the vendor bids for the College's Enterprise Resource Planning system (Human Resources/Finance) and next steps.
- Responsibility Centre Management (RCM) – The RCM Framework for Budget F2015/16 has been approved by President's Council. Draft budget principles were presented to President's Council in late September (Final principles to be presented in Q4). College Leadership Council received information regarding draft policies in September. RCM road shows to be conducted to Faculties, Schools and Departments in Q4.

INFORMATION TECHNOLOGY SERVICES (ITS)

- Work continues on the rollout of the latest wireless standard 802.11ac. By fiscal year end, 50% of

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the College's wireless network will support this new standard. These new systems offer improvements in performance while also improving client connectivity.

- Information Technology Services is working to transition the College to a new Internet contract. This service was tendered and awarded to Rogers Communications. The new service will see significant increases in the capability of the links at the Woodroffe campus as well at the Perth and Pembroke campuses.
- With the exception of the College's voice systems, all services exceeded 99% service availability. The voice system experienced an outage in the Perth Employment Services Office as the College transitioned from a local stand alone platform to the College's main phone system.
- Service Availability Metrics (May 17 to Sept 21, 2014):

Service Area	Availability
Academic Systems	100.0%
Email	99.96%
Financial Systems	100.0%
Hosted Services	100.0%
Internet	99.96%
Learning Management Systems	99.02%
Network Infrastructure	99.68%
Point of Sale (POS) Systems	100.0%
Printing and Computer Services	99.81%
Student Administrative Services	100.0%
Student Services	99.70%
Virtual Desktop Infrastructure	99.46%
Voice Services	94.52%
Wireless Network	100.0%

- Multi-Year Accountability Agreement (MYAA) 2013 results submitted to MTCU.
- Held Cyber Security Day conference (including educational talks, trade show and recruiting fair) in October in support of International Cyber Security month, with 512 attendees and 9 speakers.

COLLEGE ANCILLARY SERVICES

- CAS has completed a draft report to review Point of Sale technology to identify a common and reliable system on which to conduct business. Recommendations and timelines are being finalized.
- Retail Services and Learning and Teaching Services are evaluating the performance of the e-text program and adjusting for the upcoming Winter Semester.
- Booster Juice was opened in the Student Commons and has proven to be a popular destination on campus. Sales, in this location, have more than doubled compared to September and October the previous year.
- Print Services and Information Technology Services are finalizing a Request for Proposal (RFP) to determine a supplier for the provision of printing/copying and scanning. A communications effort will be initiated to inform the community of the purpose and impacts of this project.

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December 8, 2014****BUSINESS PROCESS REVIEW**

- Business Process Review delivered Lean training to College Leadership Council on November 18th and Human Resources on November 28th.
- Business Process Review is working with Corporate Training to develop a Lean certificate program. The program has been tentitively approved pending some word changes to the document. It should receive final approval for development on December 4, 2014.
- Business Process Review continues to work with College Ancillary Services to pilot a shared services approach to their customer service areas and start to review the processes.
- Business Pocess Review is working with the Enterprise Resource Planning (ERP) Project team to identify baseline measures that will be used to measure the benefits of the ERP implementation.

STUDENT SERVICES**REGISTRAR'S OFFICE****Registration Statistics**

On November 1, 2014 full-time enrollment in Post-Secondary and Graduate Certificate programs stood at 17,072. The approved budget projection enrollment number for full-time Post-Secondary and Graduate Certificate activity was 17,346 leaving a shortfall of 274. Full-time domestic student registration was 462 students, or 2.8%, below approved projection. The Fall 2014 full-time international enrollment figure of 1,137 represents a 20% increase over the approved projection (949).

This shortfall in domestic students (fall and winter) results in an approximate \$ 1.1 million dollar loss in revenue for the year. The increase in international students (fall and winter) results in an approximate \$1.9 million dollar increase in revenue for the year.

Over-all, November 1, 2014 Fall enrollment is 1.6% short of the approved 2.7% Fall budget projection. However, 2014 Fall enrollment is 1.1% above same time last year. The over-all short-fall is due in part to an unanticipated increase of 20% over last year in Fall term withdrawals (946 in 2014 Fall compared to 786 in 2013 Fall at Nov. 1st). The spike in Fall term withdrawals will be analyzed to determine future mitigating actions.

Summer 2014 enrollment was 0.9% above projection and Winter 2015 enrollment projections are currently forecast to exceed target by 0.7%. This equates to a total year-end projected enrollment increase of 3.3% of the budgeted 3.7%

Further details can be found at:

http://intraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration_stat/Summary/2014F/2014-11-01.pdf

Continuing Education Registrations

For the 2014 Fall Term as at October 31, 2014, the Centre for Continuing and Online Learning (CCOL) course registrations stood at 13,880, as compared to 12,043 (as at November 1, 2013). This total is comprised of both part-time (PT) course registrations and students registered in full-time (FT) online programs (these 758 FT students are included in the FT registrations statistics above). This represents

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101.7% of projected CCOL course registrations. Registration continues throughout the term.

Admissions Statistics

Ontario College Counts, 2015 Winter, as at November 3, 2014

Percentage increase (decrease) vs. 2014 Winter Term						
	Algonquin			Ontario College System		
	Non-Direct	Direct	Overall	Non-Direct	Direct	Overall
College Choices Number of individual applicants	0.8%	3.0%	1.4%	1.9%	1.8%	1.9%
Program Choices Number of applications (5 total program Choices with up to 3 choices at any one College)	3.1%	4.6%	3.5%	2.9%	2.4%	2.7%
Confirmations	5.5%	-2.6%	3.6%	3.4%	-0.8%	2.1%

2015-16 Admissions

The first download of the Coltrane transmission file from OCAS is expected November 25th. Preparation is underway to ensure that processing the 2015 Fall applications will commence December 1st.

Registrar's Office Client Service (September 15 to November 10, 2014)

Contact Counter			
	2014	2013	Comments
Calls Received	19,991	25,869	This is in accordance with the downward trend over the last 18 months.
Average Wait Time	0:01:10	0:03:04	Lower call volume means less wait time.
Service Counter			
	2014	2013	Comments
Tickets Issued (TI)	18,584	21,937	Less in-person service is attributed to successful email and twitter campaigns to remind students of important dates.
Customers Served	17,938	21,200	
Percent Served	96.52%	96.64%	

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Registrar's Office ITS Automation Projects

Upload of Online Tuition Payment into GeneSIS

The auto upload of Online Tuition Payment into GeneSIS project was completed and delivered into production November 6th. This will result in improved accuracy of payment entry and significantly reduced processing times.

Automation of Student Bursaries Project

A project is underway to automate the bursary application and assessment processes and improve the timely distribution of awards. The objectives are to streamline and simplify the application process for students, reduce manual processing for staff, and to assess the applications with greater consistency. The final objective is to ensure the awards are distributed to students more quickly.

2014 Fall Convocation – Woodroffe Campus

The 2014 Fall Convocation Ceremonies took place on Tuesday, October 28, 2014. Ceremonies were held at 2:00 p.m. and 6:30 p.m. in Southam Hall at the National Arts Centre with attendance of 642 (32% of total) graduates. This compares to 2013 Fall Convocation attendance of 665 (28% of total) graduates.

FOUNDATION

Endowment Funds (Note 1)

Endowment Funds	April 1, 2014 to October 31, 2014	April 1, 2013 to October 31, 2013	Variance
Received endowment funds	\$236,432	\$381,703	-39%
Confirmed non-endowed annual awards	\$456,628	\$389,395	15%
Bursary, Scholarship and Award Disbursements	\$510,506	\$455,535	11%

Major Gifts and Gifts-in-Kind (Note 1)

Major gifts and GIK (Note 2) <i>(Cash, GIK, and pledges)</i>	April 1, 2014 to October 31, 2014	April 1, 2013 October 31 2014	Fiscal Year Goal	% Goal
	\$577,338	\$359,591	\$750,000	77%

Building Campaigns

	Cash Received		Fiscal Year Goal (Note 4)	% Goal	Cumulative Cash Received to Date	Cash Received and Outstanding Pledges (Note 3)	Campaign Target	% Goal
	April 1, 2014 to October 31, 2014	April 1, 2013 to October 31, 2014						
Woodroffe (Note 4)	\$345,941	\$394,857	\$700,000	49.42%	\$5,880,400	\$7,359,838	7,000,000	Closed
Pembroke expansion	\$89,136	\$112,838	\$0	0	\$1,849,217	\$2,255,710	2,500,000	90%
Perth expansion	\$28,500	\$28,600	\$50,000	57%	\$528,937	\$579,070	\$1,000,000	Closed
	\$463,577	\$536,295	\$750,000	49.93%	8,258,554	\$10,194,618	\$10,500,000	97%

Notes for charts above are on next page.

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- Note 1: Financial Statements as of October 31, 2014, are presented as draft, and will receive final approval by the Algonquin College Foundation Board of Directors.*
- Note 2: Major Gift and GIK, 2014-2015, includes a new \$150K cash pledge.*
- Note 3: Outstanding Pledges represents total pledged amount less cash received to date.*
- Note 4: Because donations for the Woodroffe campaign (ACCE) exceeded \$7M target by over \$600K, the Board approved the transfer of \$250K of the 2011-12 donations to establish an ACCE Endowment Bursary.*
- Note 5: Fiscal year goal includes cash received for Woodroffe and Perth expansion projects only.*
- Note 6: A motion was passed at the June 3, 2014 Foundation AGM to bring closure to the Perth Capital Campaign.*

Alumni Relations

- AlumNet newsletter sent out to Alumni in October 2014.
- Alumni Relations sponsored the Fall 2014 Convocation reception.
- Alumni Advisory Committee meeting held on November 4, 2014
- Alumnus of the Year submissions promoted. Deadline for replies was November 17, 2014. Two Alumni Industry Talks events held:
 - November 12, 2014 - School of Business (Financial Studies)
 - November 13, 2014 - School of Health and Community (Library and Information Technician) students and alumni
- Premier Award Nominations held in Toronto on November 24, 2014

Foundation

- Algonquin College Foundation Board Meetings were held on September 25 and November 27, 2014.
- Endowed scholarships established by:
 - (a) Yorkville Asset Management Inc. for students enrolled in the Business Administration Program with a Financial Studies option.
 - (b) Nortec Scholarship to support students enrolled in Mechanical Engineering Technology.
- Leer Jet donated to support instructional equipment for the Aviation Program.

STUDENT SUPPORT SERVICES

Aboriginal Student Services/Mamidosewin Centre

Between September 16 and November 10, 2014, the Mamidosewin Centre recorded an average of 78 student visits per day. This is an increase from the average of 50 daily student visits over the same period in 2013.

The following table provides a summary of the most common reasons for students accessing Aboriginal Student Services from September 16 to November 10, 2014.

Common Issues Reported by Students Entering Counselling Services and Frequency of Reports				
Year	Financial Distress	Career or Program Indecision	Academic Distress	Mental Health Distress
2014	45%	7%	29%	19%

*Comparison data is not available as student issues were not tracked in the Mamidosewin Centre in 2013-14.

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Centre for Students with Disabilities (CSD)

CSD Learning Strategist Service Summary (September 16 to November 10, 2014)

Number of Student Appointments for a Learning Strategist			
2014	2013	Variance	Comments
1,166	949	23%	Last year the services of the Learning Strategists (LS) were highly used. CSD hired additional LS to support this increase. Due to an additional significant increase in demand, CSD is dedicating additional resources in order to meet this demand.

Counselling Services

Direct Student Support to Enrolled Students: Intake and Counselling Sessions

Key Service Metrics (September 16 to November 10, 2014)

Service	2014	2013	Variance*
# of Intake and Counselling appointments available	1,669	1,626	3%
# of requests for Intake and Counselling appointment received	2,046	1,708	20%
# of Intake and Counselling appointments completed	1,375	1,273	8%
# of students meeting with a Counsellor or Intake Worker	656	629	4%
# of students completing a first session	505	506	0%
# of requests for appointments that could not be granted due to schedule conflicts	416	241	73%

The following table provides a summary of the most common reasons for students accessing Counselling Services from September 16 to November 10, 2014:

Common Issues Reported by Students Entering Counselling Services and Frequency of Reports						
Year	Mental Health Distress	Career or Program Indecision	Academic Distress	Interpersonal Distress	Financial Distress	Other Issues
2013	27%	22%	21%	14%	5%	14%
2014	35%	25%	15%	14%	4%	7%

Direct Client Support to Prospective Students: Brief Career Advisement Services

Key Service Metrics (September 16 to November 10, 2014)

Service	2014	2013	Variance
# of Career Advising appointments available	301	326	-8%
# of Career Advising appointment requests received	495	421	15%
# Career Advising appointments completed	226	238	-5%
# of requests for appointments that could not be granted due to schedule conflicts	210	100	52%

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Tragic Event Response Team (TERT)

Between September 16 and November 10, 2014, the TERT provided support to Algonquin students and employees in response to two incidents:

- On the night of Thursday, October 2, 2014, Business-Accounting student Daniel Terpstra died suddenly in hospital from complications related to a medical procedure. The TERT provided support to students and employees in the Residence throughout the day on October 3rd.
- On Wednesday, October 22nd, the TERT was activated to support students leaving the College following the cancellation of classes in response to a power outage. Several members of TERT were stationed at each major exit from the campus to provide support to students who may have been significantly impacted by the unexpected power-outage; which had been preceded a few hours earlier by the shooting incident with casualties at the Ottawa War Memorial and Parliament Hill.

Health Services

Number of Clients Served in Health Services				
	2014	2013	Variance	Comments*
September 16 to November 10, 2014	5,891	6,455	-10%	Decrease in volume applied to both nurse and physician visits.

*It is uncertain as to why there is a reduction for the same time period last year. This reduction was equally spread across physician and nurse visits.

Medical Staff

Dr. Paul Roy began accepting psychiatric referrals from the medical staff November 1st. Dr. Roy has over 20 years of experience including developing the First Episode Psychosis team from the Royal Ottawa Hospital and most recently with the Department of National Defence in Petawawa, Ontario.

Ebola Strategy

Health Services collaborated with Physical Resources and the International Education Centre to develop an Ebola Preparedness Strategy that was presented to Presidents' Council on October 29th.

Bachelor of Science in Nursing (BScN) Student Projects

Health Services has supported four 4th Year BScN student projects this Fall including: flu clinics, Purple Couch promotion, Safer Ottawa Drinking Alliance student survey/promotion and Organ Donation Awareness.

Mental Health Steering Committee

Health Services co-sponsored "Post Secret" with the Students' Association on October 8th. Post Secret is a mental health website produced by Frank Warren. This event was a soft-launch for the Purple Couch. AC Hub staff coordinated the event on behalf of Student Support Services. Over 300 students attended the evening event.

The Purple Couch Project was launched on October 15th with program support from Do It For Daron (DIFD), The Royal Ottawa Hospital and the Ottawa Senators Foundation. The Purple Couch is a student-led mental health initiative supported by campus resources and is available for use at student events

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with mental health themes. A trained student team accompanies the Purple Couch to all events and directs students with mental health concerns to professionals in Counselling and Health Services.

Employment Support Centre

On Thursday, September 18th, the Employment Support Centre hosted the 12th Annual Campus Connections Job Fair on the main floor of the Student Commons building. Twenty-seven employers and volunteer agencies attended, including: Canada Revenue Agency, Meals on Wheels, The Ottawa Mission, Ottawa Police Service, Ottawa Senators, Volunteer Ottawa, and more.

On Thursday, October 9th, Joanne McDonald, Manager, Career Services and Welcome Centre, participated in a consultation discussion on Employment Challenges of New Canadians, mandated by the Minister of Employment and Social Development. Participants were asked to provide input and responses to a set of pre-determined discussion questions.

Algonquin College hosted an exhibitor booth at this year's Canada's Government Technology Event (GTEC) tradeshow and conference on October 27th and 28th. Two staff members from the Employment Support Centre participated along with additional representatives from other areas of the College including: Co-op, the Language Institute, Corporate Training, Sales and Recruitment, and Applied Research and Innovation.

Featured on-campus recruitment included: Costco and Fairmont Resorts. Over 60 students attended.

On Friday, October 31st, Joanne McDonald and three other representatives from the College met with a team from Industry Canada to promote the DevelopMentor Program. A program designed to prepare Aboriginal students to identify and develop core competencies to become successful in the workplace.

Number of Job Postings			
	2014	2013	Variance
September 16 to November 10, 2014	480	420	14%

Spiritual Centre

Free Meditation and Yoga Sessions

Meditation, Mindfulness and Yoga sessions have been offered free of charge to students and staff in the Spiritual Centre for the months of October and November.

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Library

Statistics - Woodroffe Campus

Type of Service	2014	2013	Comparison	Comments
Patron Visits	96,164	85,253	13%	In-Library services increased volume.
Reference	5,433	5,233	4%	-
Circulation	6,649	8,262	-20%	Decrease in circulation mainly audio-visual and print.
Reserves	3,474	3,192	9%	Increased usage by faculty (textbooks and reference).
In Class Visits	1,763	1,411	25%	Increase in demand for Library in class visits.
Faculty Visits	42	12	250%	Increase in faculty requests for Librarian support.

An AODA Partnership between Ontario College Library Services (OCLS), Ontario Council of University Libraries (OCUL) and Accessible Content E-Portal (ACE) is in final negotiation. ACE and OCUL would help facilitate requests for accessible materials from the College Libraries. OCLS would be point of contact between ACE and the 24 Ontario College Libraries. Algonquin Library has agreed to participate in a pilot phase in January 2015 with Greater Toronto Area (GTA) Colleges.

Two accreditation visits for the Registered Nursing Degree program were held on October 9, 2014 and a third for the Interior Design Degree program was held on October 27, 2014 in the Library with in-depth questions as to instruction, services and tools offered.

Statistics – Perth Campus

Type of Service	2014	2013	Comparison
Reference	3,477	3,157	10%

Student Learning Centre (SLC)

SLC Utilization (September 16 to November 10, 2014)

Type of Service	2014 (Students Served)	2013 (Students Served)	Comparison	Comments
Math	113	15	653%	Awareness campaign and providing access to all students resulting in notable increase.
English	110	70	57%	Awareness campaign and new location of SLC kiosk yielding notable increase.
Computer	47	22	114%	Awareness campaign and new location of SLC kiosk yielding notable increase.
Total	270	107	152%	Wired sessions conclude before this time in the semester.

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Peer Tutoring

Statistics (September 16 to November 10, 2014)

Type of Service	2014	2013	Comparison	Comments
Sponsored (sponsor funded)	817	903	-10%	Change of location and limited space for tutoring could contribute to this reduction as well as students accessing SLC instead of Peer Tutoring.
Non-Sponsored (student funded)	1,123	1,238	-9%	Change of location and limited space for tutoring could contribute to this reduction as well as students accessing SLC instead of Peer Tutoring.
Total	1,940	2,141	-9%	

Welcome Centre (WC)

WC Utilization (September 16 to November 10, 2014)

Number of Clients Served			
2014	2013	Variance	Comments
13,554	11,205	17%	This increase in students being served at the Welcome Desk during this time period is in direct relation to increased demand for Centre for Students with Disabilities and Counselling Services.

Student Engagement

The AC Hub

The AC Hub Grand Opening took place on Tuesday, October 21st, from 2 p.m. to 4 p.m. in Room E217. Approximately 180 cross-College guests (including students, staff and community partners) were in attendance. The AC Hub showcased examples of what students have access to in the space including a demonstration by Eric Chan (Algonquin College Alumni) artistic master of abstract digital art, and a live performance by musician Marc Charron pleasing the crowd with guitar and drum music. The grand opening also demonstrated the design of the space which highlights the unique features of the AC Hub including: event areas, Idea Pods, Reception Desk and, wired internet access points.

On Tuesday, November 4th, the AC Hub team travelled to Perth to officially launch the AC Hub at the Algonquin Heritage Institute. A complimentary luncheon and entertainment were provided to staff and students alike and students were asked to provide their feedback on the types of events, opportunities, workshops and speakers they would like brought to their campus. More than 100 unique ideas were forthcoming from the students.

Co-Curricular Record & Volunteerism

On Thursday, September 18th, the Co-Curricular Record (CCR) and Volunteerism Coordinator along with the Employment Outreach Officer hosted the annual Campus Connections: Part-time and Volunteer Job

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Fair. A combination of non-profit and profit partners from across the Ottawa community showcased numerous opportunities to students. This event established connections with more than 70 students in regard to CCR and volunteerism.

Numerous Community Projects were held between September 16th and November 10th, including trips to Big Sky Ranch Animal Sanctuary in Kemptville, Waupoos Family Farm in Manotick and the Ottawa Food Bank.

Information and Outreach Liaison: AC Hub Satellite and Mobile Desks

Number of Clients Served at the AC Hub Satellite (C building, second floor) (Formerly known as the Student Information Desk)			
2014	2013	Variance	Comments
2,290	2,072	10%	The increased traffic flow may be attributed to the addition of a second student staff member to this location during peak hours of the day (10 a.m. – 2 p.m.).

Marketing Officer

Sophia Bouris, Student Services Marketing Officer met with Bryan Eburne, Manager, Fees, Curriculum and Reporting, and Amanda Wahab, Coordinator, Fees and Sponsorship in the Registrar’s Office to develop and implement a communication plan for the upcoming Winter Term Fees Due Date. A two-minute video was produced to capture students’ attention using a visual and informative element, and remind them of the importance of paying their fees on time. This video was distributed via all Social Media platforms. Additionally, a customized email reminder was sent to all students via Mail Chimp. This platform allows for the use of pictures and videos as well as having analytics available. Lastly a poster campaign was completed to ensure the reminder message was well communicated across campus.

Google Analytics for the Student Support Services homepage – Metrics

(September 16 to November 10, 2014)

Number of “Sessions” (“Sessions” are defined by the period of time a user is actively engaged with a website)			
2014	2013	Variance	Comments
12,598	6,107	52%	The increase in the number of “sessions” may be partially attributed to the new, more user friendly approach to marketing and branding of Student Support Services marketing materials. All materials have been updated to include the fulsome departmental website address, rather than utilizing individual sub-department addresses.

Orientation and Events

On Monday, October 6th, the AC Hub hosted David Suzuki’s Virtual Classroom. This event, presented by the National Film Board, featured David Suzuki and friends in an innovative online program that engaged students in live web discussions featuring influential public figures.

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Other events showcased in the AC Hub from September 16th to November 10th, included: a pottery workshop hosted by the Hintonburg Pottery Studio; a photography workshop, Wind Down Fridays – Acoustic Music, Board game, and Arcade editions; a pumpkin carving contest, beer and food pairing workshop, and AC Hub Talks from Stephanie Vicente regarding mental health, and Nicole Bélanger, owner of Nicole Bélanger media.

INTERNATIONAL & STRATEGIC PRIORITIES

Onshore Post-Secondary Enrollment (PSE)

Fall 2014 enrollment day-10 count: New 551, Returning 612, for a TOTAL of 1,164, representing a 25% increase from Fall 2013 enrollment.

Onshore English for Academic Purposes (EAP) Enrollment

CDN Fall 2014		INT Fall 2014 (Intakes are every 8 weeks)	
Fall	2 nd Intake Pre-EAP only	1 st Intake	2 nd Intake
Pre-EAP 8 weeks: 34 EAP -16 weeks: 96	Pre-EAP (8 weeks): 33	Pre-EAP: 77 EAP: 293 EAP PT: 26	Pre-EAP: 89 EAP: 290 EAP PT: 31
TOTAL: 130	TOTAL: 33	TOTAL: 396	TOTAL: 410

Language Testing Services

International English Language Testing System (IELTS)	Canadian Academic English Language (CAEL) Assessment and Canadian English Language Index Proficiency Program (CELPIP)
IELTS September: 172 October: 120 November: 227 TOTAL: 419 Tests	CAEL September: 22 October: 26 November: 30 CELPIP September: 34 October: 45 November: 50 TOTAL: 207 Tests

Off-Shore

Jazan

2013-14

Auditors confirmed the Jazan Campus reported a small profit of \$197,000 CDN for the year ending August 31, 2014. This was the result of cost containment strategies, the ability to amortize mobilization costs over the length of the contract, and negotiations with Colleges of Excellence covering our minimum guarantee payment.

2014-15

Start-up of our second year in operations has gone smoothly and the College has made significant improvement in the areas of attendance and retention.

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Revenues, while significantly improved, continue to underperform. Enrollment numbers were on track in Trimester 1, however Trimester 2 is progressing slowly. We are not assured of hitting our target of 350 new T2 students. In addition, billable enrollment is currently at 69% of enrolled students, below the 84% budgeted.

Student Status Program	Actual			Budget			Net Variance
	Enrolled Census D	Enrolled Billable	% Billable	Enrolled	Enrolled Billable	% Billable	
Total Diploma	127	75	63%	115	104	90%	(29)
PYP Total	641	382	70%	600	498	83%	(116)
Grand Total	768	457	69%	715	602	84%	(116)

Cost containment efforts have negated lost revenue in September and six strategies have been identified to increase revenue.

Libya

Letter of Intent signed with the Higher Institute for Comprehensive Careers to train its faculty and staff in Canada.

Liaoning Forestry College

Attended the opening ceremony of the joint program at Liaoning Forestry College in Shenyang, China on October 22 and conducted an introductory seminar to the joint program students and their parents on Algonquin College and Ottawa. Chair, Language Institute, conducted initial Quality Review of the ESL program at Liaoning Forestry College and made recommendations to IEC. Main recommendation is to train the ESL faculty in China on teaching methodology to better impact the learning environment.

Jiangsu Maritime Institute (JMI)

Improvement plan created; further clarification on language requirement for delivery of joint programs in China needed for both improving the current partnerships as well as exploring new partnerships.

Ningbo Polytechnic

Preliminary discussions held with the President of Ningbo Polytechnic during the World Forum for Colleges and Polytechnics in October in Beijing to establish an “Algonquin International School” on its campus in Ningbo, Zhejiang province, under which at least 2 joint programs will be offered and a teacher training centre for vocational institutions in China will be created.

Manav Rachna International University

The *Implementation Plan* for the recommendations flowing from the 2014 Program Quality Assessment report for the Interior Decorating, two-year Ontario College Diploma, being delivered at the Manav Rachna International University in India, has been completed.

The five-year agreement to deliver the diploma signed in 2009 has been extended by two years to June

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2016.

Hotel Education Centre, Montenegro

The *Implementation Plan* for the recommendations flowing from the 2014 Program Quality Assessment report for the (1) Culinary Management and (2) Hospitality Management – Hotel and Tourism, two-year Ontario College Diplomas, being delivered by the Hotel Education Centre at two campuses in Montenegro, has been completed.

Audit of Offshore Program Delivery

KPMG was awarded the contract to review the International Education Centre's (IEC) delivery of offshore programs. The Final Report will be presented to the President's Council and the Audit and Risk Management Committee in June 2015.

CRM**International Recruitment**

The final phase of the International Recruitment project was completed. All web lead forms were updated to capture the prospective student's Country of Citizenship, allowing the prospective student to be bucketed appropriately in Salesforce and managed by either the domestic or international recruitment departments. The project also included a new International student email nurture campaign with eight messages sent over a two month period. These automated communications give prospective students relevant information about Algonquin and how to progress through the admissions process.

The IEC website also has a new lead form that allows the prospective student to ask a question. This question is added to their Contact record in Salesforce and an alert is automatically sent to the Recruiter responsible for that region. The Recruiter can then view and respond to the question in Salesforce, with the benefit of having additional information about the prospective student on a single screen. This has reduced messages coming in through a generic Department email inbox which then had to be distributed, investigated, and responded to in isolation.

myAC Employee Portal Pilot

Final development and user testing was completed at the end of September and the new employee portal pilot was launched to 400 College Employees on October 6. In the first 30 days of the pilot, over 1000 posts and comments were made in myAC and over 50% of users had logged in at least once. Thirty-three new collaboration groups had been created by users, bringing the total number of groups to 76. An interim survey was sent to all users in early November. The results showed that 85% of users think that myAC is an improvement over the current myAlgonquin. Top issues were an improved single sign-on experience and improvements to the new Good Morning Algonquin email.

Jazan Campus Student Information System

In August, the Attendance Tracking solution launched at the Jazan campus and in late September was refined and enhanced based on feedback from the campus employees. A process was developed to action and report on absent hours in Salesforce. Automated SMS texting to absent students was investigated and is in testing phase. A request was submitted to Information Technology Services for a new field to be added to Genesis to capture a student's National ID. This unique identifier is required in

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order to avoid duplication of records and data integrity. This request is currently in development.

ACADEMIC**Algonquin Heritage Institute (Perth Campus)**

The Perth Campus entered into an agreement with Ellard Enterprises to have a house built as part of the second year of the Construction Carpentry – Advanced Housing program between September 2014 and April 2015.

The Perth Campus is currently negotiating an agreement with the National Capital Commission to build heritage outhouses built in Winter 2015 by students in the Carpentry and Joinery – Heritage program.

Algonquin College in the Ottawa Valley (Pembroke Campus)

The Pembroke Campus was awarded a contract to deliver the new Canada-Ontario Job Grant on behalf of the Ministry of Training, Colleges and Universities. The contract is valued at approximately \$65K with most of the funding targeted at employers to help pay for staff training that is deemed appropriate/necessary by the employer.

The Pembroke Campus was awarded a Pre-Apprenticeship contract in the amount of \$219K which will be delivered beginning in Spring 2015 until October 2015. It is targeting Youth, Women and Aboriginals and preparing them for the construction trades.

School of Media and Design

The Bachelor of Applied Arts - Interior Design program completed its third Council for Interior Design Accreditation (CIDA) accreditation visit. After the five day visit, the committee informed the College that they would be recommending accreditation.

Career and College Access Centre

Academic Upgrading (AU) hosted a delegation of educators from Wales on November 28, 2014. The day focused on issues surrounding numeracy in postsecondary institutions. Math Faculty from across the College presented and shared best practices.

The Fall 2014 Academic Upgrading Achievement Awards ceremony was held on November 13, 2014. Attended by guests from the Ministry of Training, Colleges and Universities, the community, and the College, the ceremony recognized the thirty-eight students who completed their Academic and Career Entrance (ACE) Certificate (grade 12 equivalency) since the last awards ceremony in late April. The efforts of current Academic Upgrading students in individual courses were also recognized.

School of Health and Community Studies

A “Scope of Practice” project has begun with Almonte Hospital. The hospital has contracted Nursing Studies to work with 30 Registered Practical Nurses, who are on staff, to upgrade and update their knowledge and competencies regarding medication administration.

In December 2014, as part of the joint contract with George Brown College, Centennial College, Fanshawe College, Mohawk College, and York University, Algonquin College will deliver a workshop to

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educators focusing on writing exam questions for Internationally Educated Nurses (IENs) to prepare for the Canadian Practical Nurse Registration Examination (CPRNE). This initiative is funded by the Ministry of Citizenship and Immigration (MCI). Algonquin is the lead for this part of the contract.

As part of a Memorandum of Understanding with the Bruyere Foundation Centre of Excellence for Learning, Research and Innovation in Long Term Care, Algonquin presented several educational sessions at the Education Day in November which were attended by representatives from long term care and residential care facilities in the Champlain Local Health Integration Network (LHIN).

School of Advanced Technology

A license agreement has been signed by the School with the Ministry of Natural Resources – Office of Energy Efficiency (NRCan) to allow the College access to training materials for Energy modeling software required for the Bachelor of Building Science program.

School of Hospitality and Tourism

On October 17 Culinary Studies launched the second offering of the ten-week Food Service Worker program at St. Matthew's High School in Cornwall, Ontario.

The School is partnering with the Cabinetmaking and Furniture Technician program to construct 3-5 new bee hives. They will also be building an observational bee hive to be made out of Plexiglas or tempered glass so that the bee colony layout can be displayed.

Applied Research and Innovation

Over fifty in-class applied research projects have been initiated in the Fall 2014 term. In addition, approximately ten stand-alone projects (where students are paid) have commenced.

Workplace Development

Labour Market Ottawa published the 2014-15 Ottawa Labour Market Plan, with a three-year action plan, on www.labourmarketottawa.ca, after consultations with more than sixty community partners (employers, service providers, and other stakeholders).

Corporate Training

Corporate Training continues to expand delivery of training services for First Nations, Inuit communities and organizations. Of particular note, training opportunities with Cree First Nations have increased dramatically.

Student/Alumni Activity

September 27, 2014 saw the Perth Campus host its first annual golf tournament to raise money for student bursaries. College staff and numerous members of the public, teachers and students participated, received prizes and enjoyed a great day of golf resulting in \$1,500 raised.

Brittany Stewart, a Personal Support Worker, received Project Hero funding from the College to pay her tuition. Brittany's father was killed in action while serving in the Canadian military. Brittany is the second Pembroke Campus student to receive the Project Hero award, since the program was initiated.

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The Pembroke Campus' Loggersports team completed a very successful partnership with the Ottawa RedBlacks of the Canadian Football League at the team's final home game of the season on October 31, 2014. The Loggersports were at every home game and performed when the RedBlacks scored a touchdown. With all games being nationally televised on TSN and all games sold out, this brought significant attention to Algonquin College and its Loggersports athletes.

Recreation and Leisure Studies students, through their community outreach programs, have raised mental health awareness and \$500 for the "Do It For Daron" Foundation. They have also raised \$500 for the Heart and Stroke Foundation.

Third year Child and Youth Worker students held a month long, campus-wide public awareness campaign in support of child abuse prevention. The students subsequently presented a cheque for \$839.40 to the Children's Aid Foundation of Ottawa.

Students from the Applied Museum Studies and the Library and Information Technician programs have worked together on exhibit proposals for Windmill Development, City of Ottawa Archives, Ottawa Sports Hall of Fame, Fairbairn House Heritage Centre, Renfrew South District Women's Institute and the Prince Edward County Museum.

On September 28, 2014, the Esthetician students volunteered their services at the *Ottawa Walk Now for Autism Speaks Canada* event which took place at the RA Centre. Approximately 400 registrants attended.

On November 13, 2014, Event Management presented a cheque for \$10,000 to Muscular Dystrophy. Isabella (Izzy) Sicoli accepted the cheque on their behalf. They raised another \$800 from auctioning off a dinner at the Restaurant International and Manicures/Pedicures from the Esthetician program.

Geoff Harper, an Interactive Multimedia student, was the College's representative at the Polytechnics Canada Annual Research Showcase hosted by BCIT and gave a well-received presentation on L8RMessage, an app for sending delayed voice, text or e-mail messages.

Faculty/Staff Activities

Jeff Iles and Laurie Ann Klawitter (Pembroke Campus) have been trained as trainers of the Mental Health First Aid program. They delivered their first session of this 12-hour course on November 6 and 7, 2014 at the annual Bernadette McCann House Conference. The training was well received.

AC Salon & Spa Boutique will be selling retail products as of November 17, 2014.

Cindy Versteeg, Nursing Professor, facilitated the most successful flu clinic to date. 1,667 employees and students were vaccinated by Algonquin College Bachelor of Science in Nursing students over a 4-day period.

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December 8, 2014**Community Activity**

In partnership with the Town of Perth, the Perth Campus is coordinating the delivery of a business accreditation program to the members of the Chamber of Commerce in Perth and District. The first graduation ceremony was held on October 15, 2014 when fifteen businesses were accredited signifying completion of four workshops.

September 27 and 28, 2014 saw the Perth Campus host the renowned Woodworks Conference <http://www.woodworksconference.com/>. Over 200 people attended the two day conference and it would not have been possible without the significant contributions from Faculty and student volunteers.

As part of the kick-off for National Skilled Trades and Technology Week, Skills Canada brought over 300 high school students to Algonquin for “Try A Trade” on November 4, 2014.

Community Partnerships and Engagement staff supported the Scotiabank Nordic Walk – Ottawa Cancer Foundation by assisting with identifying volunteers for the October 19, 2014 event. They also attended a fundraising dinner hosted by the Restaurant International and Culinary students.

Donations

Perth Campus: Robin Lee, CEO of Lee Valley Tools presented a set of tools for use by Carpentry and Joinery – Heritage program students. These tools were very much appreciated by the staff and students.

Pembroke Campus: Cogeco announced its \$50K donation to the campus’ Capital Campaign at a special presentation on September 25 at the Waterfront Campus.

Pembroke Campus: The Kiwanis Club presented a cheque in the amount of \$5K at their September 24 meeting. This cheque is part of their pledge to the Capital Campaign.

Pembroke Campus: The Automotive program received an equipment and tools donation from a local car dealership, estimated value being approximately \$3K.

School of Advanced Technology: A LearJet was donated by SkyService Air Ambulance in support of our Aircraft Maintenance Technician program. The plane will be housed at the Canadian Aviation and Space Museum as part of our ongoing partnership.

**BOARD OF GOVERNORS
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ADVANCEMENT

SALES AND STUDENT RECRUITMENT

Applications (College Choices)

Advancement's goal is to grow applications 2% above the OCAS (Ontario College Application Service) system average. Applications as of October 30th, 2014 for the winter 2015 term, are as follows:

Algonquin Applications 2014 W	Algonquin Applications 2015 W	Algonquin % Change Year / Year	Algonquin Growth Goal	OCAS Applications 2014 W	OCAS Applications 2015 W	OCAS % Change Year / Year	Actual Growth vs Goal
4362	4446	1.90%	4.40%	67416	69046	2.40%	-2%

Recruitment Activity

Activity	Sept. 1 st to October 31 st			Fiscal Year to Date		
	Goal	Results	% Goal	Goal	Results	% Goal
Presentations & Events	275	301	109%	625	662	106%
New Leads Generated	3,550	4,352	123%	6600	7481	113%
Calls Made to prospective students	2750	4,348	158%	9000	11106	123%
Right Party Connects*	770	1325	172%	2520	3267	130%
Campus Tour Guests	200	173	-33%	1375	1469	107%

* Right Party Connects refers to prospective students we were able to speak with directly

On Campus Recruitment

In partnership with the Manager, Events, the recruitment team hosted over 120 Guidance Counsellors and teachers on campus for a yearly event called Forum. Presentations included new programming, how we support students once they arrive on campus, our digital college and e-text offerings and a student panel that provided feedback on what it is like to be a student at Algonquin. In addition to Forum, recruitment hosted 60 teachers and staff from the Adult High School who held their Fall PA Day on Campus.

Off Campus Recruitment

Recruitment Officers hit the road visiting high schools across eastern, central and northern Ontario. During September and October, the team made 305 presentations and collected contact data from 4,352 prospective students. Recruitment also participated in the College System's five week CIP (College Information Fair) which includes the Toronto Metro Fair, Ontario's largest college fair. This 2-day event was attended by over 7000 prospective students and influencers.

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Viewbooks

Recruiters distributed 24,900 Viewbooks (2015) in the months of September and October.

MARKETING

Marketing Campaigns and Lead Generation

	Sept - Oct 2014	Sept – Oct 2013	% change	FYTD 2014	FYTD 2013	% change
Leads Generated Through Web and Email Channels	3,869	3,726	3.84%	11,978	11,246	6.50%
Web Home Page Visits (external only)	1,528,102	1,460,314	4.64%	4,282,351	4,250,294	0.75%
Web Program Page Visits (external only)	144,651	126,763	14.11%	464,927	405,517	14.65%
Web Future Student site Visits	162,705	142,090	14.51%	495,120	N/A*	N/A*

**Due to a future student website redesign, the data for FYTD 2013 is not available for comparison*

Nurturing Campaign

Through the Nurturing Campaign, 21,290 leads were generated for September and October, a significant increase compared to the previous two months. In response, our nurture campaign has sent out over 60,000 emails in an effort to reinforce Algonquin College’s value and competitive advantages in order to convert leads to applicants. The success rate has been moderate with 1 in 3 emails being opened by leads.

Branding

Our ads based around the ‘My Career Starts Here’ theme include 125 kingboards, two versions, placed on the sides of OC Transpo buses throughout the city, as well as in 5 Cineplex theatres across the city. There are three variations of the Cineplex ads, which will run from October 10th to March 5th airing on a total 490 screens, each at 3 intervals.

On YouTube; these same Cineplex spots/ads are posted on Bell CTV and VEVO to pre-roll on streaming of CTV programs, video ads on MSN (Microsoft Network) and TubeMogul. Through Exchange Lab our display ads will also be found on leaderboards, big boxes, etc. on hundreds of web properties.

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Twitter	Sept-Oct	May-Aug
Twitter Followers	18,868	17,383
Impressions	1.1 million	n/a
Messages sent	969	1.6k
Avg Engagement	2%	n/a


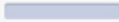











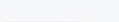
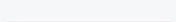






Facebook	Sept-Oct	May-Aug
Likes	35001	34827
People Engaged (avg)	17%	7%
People Reached	255k	451.8k
Klout Score	67	65

Over 950 tweets were sent from the @AlgonquinColleg Twitter account during September and October. Popular topics were: Convocation, tips for new students, open ended questions we asked the community, Halloween, Thanksgiving, and tweets about the shooting/power outage. The account attracted over 1,900 new followers during this period as we continued to be the leading Ontario College sector on Twitter with 19,021 followers at the end of October. Twitter has recently enabled the ability to track impressions and engagement, so going forward it will be a key metric. That being said, this reporting period will be anomalous due to the amount of twitter activity surrounding the shooting and power outage. Out of 1.1 million impressions, over 325k came from Oct 22.

On Facebook, we have refocused our attention onto reach, and away from the number of likes. This is because “likes” does not ensure that people see our message – reach does. The industry average for a Facebook page of our size (or more) gets a reach of 2%-3% per post (i.e. a post only reaches about 2%-3% of the number of fans). In comparison, our average is about 12%-17% per post for this reporting period. During this period, we also broke our record in single post interactions, hitting 45% reach on a post about Woodroffe campus.

While there is no way to measure our competitors in reach, we can get a rough idea from a weekly snapshot in Facebook showing engagement with posts. The following is from mid-October:

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Page	Total Page Likes	New Page Likes	Posts This Week	Engagement This Week
1  Humber College	52.1K 	▲ 0.3% from last week	8	88 
2  Centennial College	44.1K 	▲ 0.3% from last week	15	134 
3  Mohawk College	39.1K 	▲ 0.6% from last week	33	196 
4  George Brown College	36.9K 	▲ 0.4% from last week	25	138 
5  Algonquin College	34.9K 	▲ 0.1% from last week	22	589 
6  Seneca	34.1K 	▲ 0.3% from last week	12	31 
7  St. Lawrence College	13.6K 	▲ 0.3% from last week	15	58 

Although we are not currently growing in page likes as quickly as others, we are clearly engaging more people, and therefore reaching more people than our competitors. Currently we are trying to find ways to accurately track competitors with engagement. We are also looking at shifting some focus back to increasing our Likes to take advantage of our industry leading content.

Algonquin College continues to be a leader in the social sphere, ranking among the most influential Canadian Colleges on Klout with a score of 67. Klout score is calculated based on engagement, output, number of followers, and the quality of interactions via social media. It is ranked from 1-100. Efforts are underway to revamp our activity on Google+, LinkedIn, and Instagram to increase our social media engagement.

In addition, the Social Media Community Officer launched a Social Media Ambassadors program, where student volunteers capture student life on a daily basis and share it on social media.

Communications

The Public Relations department supported the communications for the following initiatives:

myAC Employee Portal Pilot:

400 employees are currently testing a new employee portal environment, designed to improve the flow of information and collaboration opportunities across the College. The pilot began in September and continues into December. The PR team has provided several communications supports and is overseeing and adding to the information content in the portal.

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Enterprise Resource Planning:

The PR team developed a communications strategy for the year ahead to assist with the Project FUSION (HR/Finance) team. This strategy was designed to use internal communication vehicles, including the employee portal, emails, and a website, to keep staff informed on the project's progress.

Here 2 Help:

As part of Student Services' Fall Orientation program, the PR team created a communications plan centered around the "Here 2 Help" slogan. A Here 2 Help website was created to assist in promoting a campaign encouraging staff to volunteer at Fall Orientation booths. The campaign was featured on the College's website, via social media, and the employee portal.

The Public Relations and Communications Department sent five media releases and advisories during September-October:

- Fall Convocation 2014
- Media Advisory: Fall Convocation 2014
- Media Advisory: Cyber Security Day at Algonquin College
- Student Pow-Wow
- Capital Entrepreneurs Program Receives \$2 Million from Province's Campus-Linked Accelerators Program

In the news:

Sept. 9	Algonquin College Perth Campus to raise money for bursaries through golf tournament (Lake 88.1)
Sept. 12	MRBI Students featured for their study "Technology Raises Ethical Challenges in Social Service Work and Education" (Marketing Research and Intelligence Association (MRIA))
Sept. 21	Algonquin College Outdoor Adventure alumnus Pete Schmalz wins Amazing Race Canada (CTV)
Oct. 2	Student Program Gets \$2 Million Boost from Province (Ottawa Business Journal)
Oct. 5	Ottawa Police Service Looking for New Generation of Women to Join the Force (Ottawa Citizen)
Oct. 12	A Life on the Streets? No Thanks, Say Fundraising Students (Ottawa Citizen)
Oct. 14	- Honoured Grads From Algonquin College are Part of Advancing Local StartUp (Ottawa Business Journal)
Oct. 16	Algonquin Students Campaign Against Child Abuse (Ottawa Community News)
Oct. 21	After 49 years, Ron Port Ends Stellar Algonquin Career (Ottawa Citizen)
Oct. 21	Algonquin College Applied Research Partner Gymtrack Named One of TechCrunch's Favourite Startup Companies (TechCrunch)
Oct. 22	Algonquin College Leads Canadian Research College Rankings in Number of Partnerships and Number of Projects (newswire.ca)
Oct. 23	- Congrats to Zach Counsil for his Capital Critic Circle Nomination for Direction and Special Effects of 'Frankenstein' (Ottawa Citizen)
Oct. 24	Accomplishments of Algonquin College Interior Designer Grad Leonhard Vogt Profiled in Ottawa Citizen (Ottawa Citizen)

**BOARD OF GOVERNORS
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December 8, 2014****EVENTS****President's Employee Listening Tour**

Worked with the President's Office to coordinate and execute the President's Employee Listening Tour. The Tour was comprised of 18 sessions open to all full and part-time Support staff and Faculty from all areas/departments/campus across the College, as well as two sessions for Administrators, Chairs and Managers, and finally one session with the Students' Association's Directors and all Student Leaders. The sessions started October 8th and concluded on November 20th.

Convocation

Worked in partnership with the Registrar's Office in the preparation and execution of the two Fall Convocation ceremonies held on October 28th at the National Arts Centre (NAC). James Durrell, Community Builder and President of Capital Dodge Chrysler Jeep Ram Fiat, and Marsha Wilson, Executive Director, St. Joe's Women's Centre, respectively, were honorary degree recipients and guest speakers for the ceremonies.

New Staff Breakfast

On September 23rd, a total of 10 new employees joined President Jensen for a breakfast in the Staff Dining Lounge to discuss their experiences as our newest staff members and to share any suggestions they may have to enhance the programs and services we provide to the College

President's Coffee Break Series

College employees chatted informally with President Jensen at the annual Halloween President's Coffee Break held at the Woodroffe Campus on Friday, October 31st. More than 275 college employees enjoyed the 'spook-tacular' event with the majority donning costumes ranging from witches, to doctors, to mascots!

President's Star Award

The Department worked collaboratively with the President's Office to present awards to the following Algonquin employees: Tony Verge (Registrar's office), Sam Gauvreau (AC Jazan), Emem Inyang and Julie Dugas (Financial Aid), Diane Jerez (Centre for Continuing and Online Learning), Roger Heide (AC Jazan), and Kris Greeley (ITS).

50th Anniversary Planning

The Department continues to guide the 50th Anniversary Steering Committee through the planning process in preparation of 2017. As a result of brainstorming sessions held earlier in the year to solicit feedback from our various stakeholder groups, as well as an online survey, the Steering Committee has established four main themes of thought as guidelines for planning and anniversary activities. They are:

- **Pride** - in Algonquin College and its transition from the past to the present
- **Connection** - an opportunity to engage and connect with alumni, past employees, employers, and the community
- **Give Back** - use this milestone as an event to create good will through volunteerism
- **Diversity** - celebrate the diverse student population and international presence

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Other activities underway in the planning for the 50th Anniversary include a proposal to establish a new 'Legacy Centre' that would develop a mandate and process for the collection, inventory and preservation of historical artifacts/memorabilia. Work is also underway creating a 50th Anniversary website.

**Algonquin College Post-Secondary and Graduate Certificate Registration Statistics
2014F Summary Report**

As of Nov 1/2014 09:32 AM

Faculty/School	2014F														Co-Op						
	2013F Audited		Approved/Projected		Total Registered Cumulative		College Withdrawal		Rtning Not Paid		Net Registered		Audit Eligible			International		Contract	Net Registered (Total) as % of Projected	Audit as % of Audited	Part Time
	A01	Rtning	Total	A01	Rtning	Total	A01	Rtning	Total	A01	Rtning	Total	A01	Rtning		Total	A01				
SCHOOL OF BUSINESS	2,884	1,523	1,798	3,321	3,378	149	31	180	211	1,537	1,661	3,198	2,792	178	190	368	0	96.3%	96.8%	220	38
SCHOOL OF HOSPITALITY & TOURISM	1,017	841	454	1,295	1,327	85	19	104	40	741	482	1,223	1,056	65	94	159	0	94.4%	103.8%	74	0
FACULTY OF ARTS & MEDIA DESIGN	3,503	2,439	1,222	3,661	3,645	141	31	172	77	2,336	1,137	3,473	3,353	71	43	114	1	94.9%	95.7%	170	0
FACULTY OF TECHNOLOGY & TRADES	3,262	1,892	1,929	3,821	4,124	196	49	245	154	1,943	1,936	3,879	3,407	173	245	418	0	101.5%	104.4%	309	80
FACULTY OF HLTH, PUBLIC SAFETY/COMM STUDIES	3,412	1,838	1,624	3,462	3,603	125	49	174	80	1,802	1,627	3,429	3,331	35	29	64	0	99.0%	97.6%	176	0
International Education Centre	81	53	45	98	140	4	15	19	17	60	61	121	117	4	0	4	0	123.5%	144.4%	1	0
CENTRE FOR CONTINUING & ONLINE LEARNING	590	379	281	660	856	70	28	98	62	445	313	758	735	0	2	2	0	114.8%	124.6%	65	0
ALGONQUIN COLLEGE HERITAGE INSTITUTE	264	216	103	319	301	13	2	15	10	193	93	286	264	3	2	5	0	89.7%	100.0%	4	0
ALGONQUIN COLLEGE IN THE OTTAWA VALLEY	673	484	225	709	742	34	3	37	13	470	235	705	694	1	1	2	0	99.4%	103.1%	34	0
COLLEGE TOTAL	15,686	9,665	7,681	17,346	18,116	817	227	1,044	664	9,527	7,545	17,072	15,749	530	606	1,136	1	98.4%	100.4%	1,053	118